

Sales Management

THE MAGAZINE OF MARKETING

How Is Hershey Doing — Without Advertising?

Page 33




ALSO IN THIS ISSUE

Will Du Pont's Telar
Give Antifreeze a Real 'Permanent'?

RECIPROCITY:

Dangerous Tool Winning New Users



Why can't adults see teenagers clearly?

When teenagers speak for themselves, their problems (and their rich promise) suddenly come into focus.

This May, a "Teenage Report to the Nation" in the Ladies' Home Journal reveals clearly what boys and girls across the country think about marriage, drinking, religion, cheating, good manners.

It is sober and sensitive reporting, the kind millions of women find nowhere else but in the compassionate pages of the Journal.

Many magazines get into the home, but the Ladies' Home Journal gets into the heart. And, as advertisers to women know, when the heart is open, the sale can be closed.

THE MAGAZINE WOMEN LIKE BEST **Ladies' Home Journal** A CURTIS PUBLICATION

the slipsheet

For issue of May 20, 1960

an informal "f.y.i." before you read the issue

If you read *Sales Management* regularly, you may be aware of our constant campaign to make the power of advertising better understood, better utilized... by the executives responsible for the sales performance of their companies.

Even so, subscribers can seldom predict what *Sales Management* will do or say (each issue, we like to think, is peppered with a few surprises). Example:

This issue's lead feature and cover story explores the marketing strategy and management philosophy of an important non-advertiser, the Hershey Chocolate Corp.

The story has been simmering in the editorial pot since last summer. On August 7, 1959, we published a pictograph titled, "The Power of Advertising," showing--through sales charts--that Hershey gets by without advertising...but that American Chiclé (Chiclets) with advertising, has grown faster than the promotionally docile Hershey organization. It was an interesting and meaningful comparison.

Both companies sell low-priced confections, both sell their confections at pretty much pre-inflation prices, and neither requires high-cost, highly-skilled labor. Our pictograph showed that Hershey had increased sales 7%, 1951 to 1958, while American Chiclé upped sales 68% in the same period.

Our point was the Hershey could have made markedly faster progress by employing advertising as a sales tool. American Chiclé, on the other hand, promotes its growing product line by advertising in every type of medium.

For the next four months, up through December, our Reader Service department was busy filling requests for tear sheets and reprints of the Hershey-Chiclé full-page pictograph. Sales executives found in it a strong argument to convince their directors that advertising sells, whether the product is confections or industrial components.

With reader interest still steaming, we asked Senior Editor Lawrence (Mike) Hughes to pack his grip and live for a while in Hershey, Pa. Mr. Hughes, who probes hard and deep, brought back not one but 10 answers to "How is Hershey Doing--Without Advertising?"

The story begins on page 33, and is an example of *Sales Management's* ability to uncover, mold and present the drama of marketing experience--with or without advertising.

#

The Publishers

Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YURON 8-4800

"the slipsheet" is included only in complimentary copies.

May 20, 1960

...of our company...
...center...
...of their companies.

...to or say...
...Example.

...the strategy...
...the strategy chosen.

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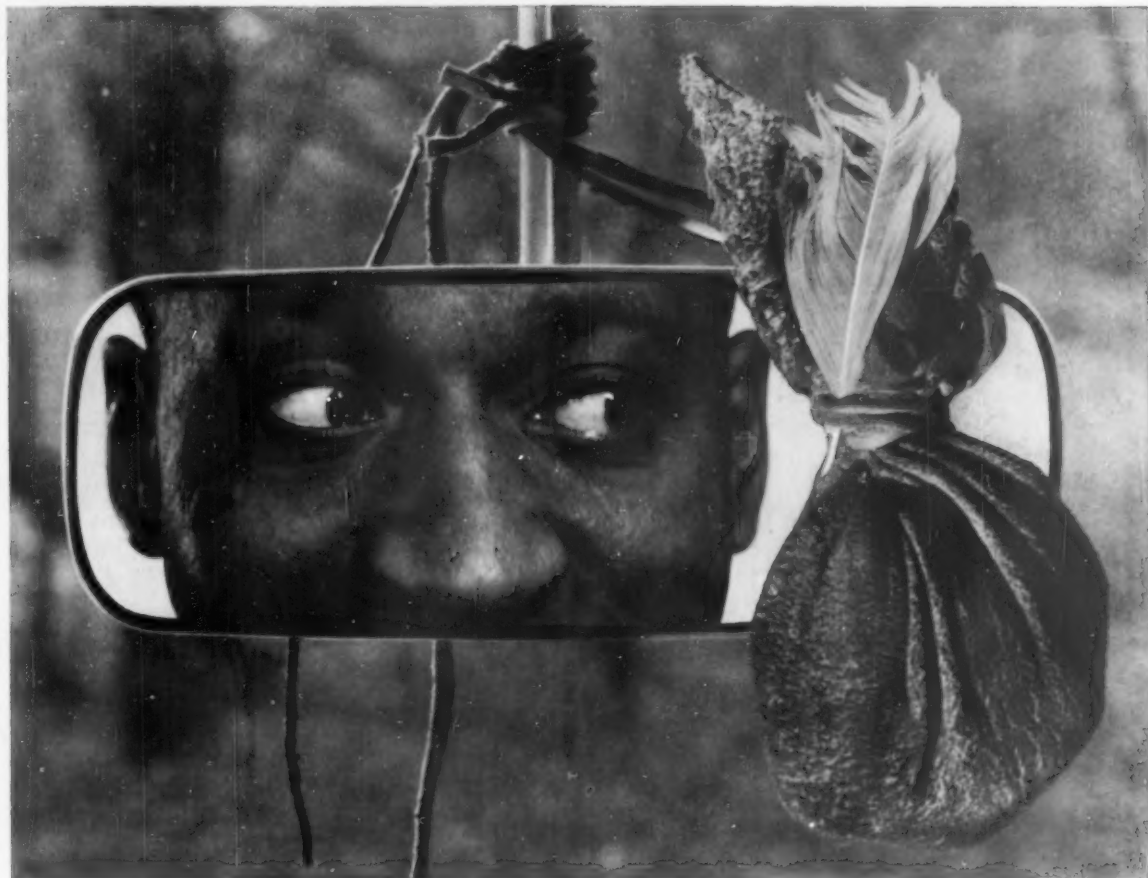
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The Publisher



What makes a newspaper great?

Africa today is a fascinating combination of Ju-Ju witchcraft and General Motors, reports Robert Hewett, Minneapolis Star and Tribune on-the-spot correspondent.

A shiny American automobile chattering down a bumpy trail at 60 mph, with a carefree Nigerian at the wheel who trusts in two kinds of magic—the white-devil power of the modern machine and the fetish bag swinging from the mirror: these symbolize Africa's headlong race to independence, rushing in 50 years through the social, cultural and economic changes Europe took 500 years to make.

And for all his freeway aplomb and technique, the Nigerian driver still places his greater faith in the dirty leather pouch containing a dried monkey brain, some ground-up gazelle bones, a withered scrap of crocodile skin and two rusty bolts from



Bob and Mary Hewett

a World War II transport plane.

Hewett and his photographer-wife, Mary, set out last fall on a jolting 19,500-mile tour through Black Africa, from the Cape to Sudan, from Gambia to Somaliland. The jolts were evident, too, throughout Hewett's dispatches from the seething Dark Continent, where primitive minds are fighting their way to the light of modern freedom.

As news from Africa mounts in violence, and exotic place-names, tribes and leaders make strange headlines, newspaper readers in America's Upper Midwest have been prepared by Bob Hewett for a better, wider understanding of the people and the problems, the paradoxes and contradictions, of the African scene.

His 25-article series, "Today's Africa," has been acclaimed by

United Nations officials, teachers and journalism students as an excellent job of background reporting and a shrewd analysis of political issues and pressures—in a land swept by the winds of change.

The Minneapolis Star and Tribune have access to virtually every important news-gathering service, but believe that only through meaningful extra coverage of key areas and events by their own staff members can good newspapers fulfill their obligation of keeping readers informed on daily developments and significant trends.

Such extra effort to add understanding, depth and focus to world news continues to maintain, for the Minneapolis Star and Tribune, the confidence and loyalty of the largest newspaper audience in the 3½-state Upper Midwest.

Minneapolis Star and Tribune

EVENING

MORNING & SUNDAY

650,000 SUNDAY • 515,000 DAILY

JOHN COWLES, President

Copyright 1960, Minneapolis Star and Tribune Co.

Sales Management May 20, 1960 1

The Only Publication for Catholic Administrators

**Issued for
Peak Buying Seasons with
Proven, Verified Readers!**

More than 21,000 pastors and key Catholic administrators receive Catholic Management Journal five times a year . . . during their most active specifying and buying seasons.

That these readers prefer Catholic Management Journal is verified by VAC's Reader Analysis (95.7% find the Journal's editorial content useful . . . 93.5% find its advertising helpful).

**Controlled Circulation
to Deliver
Known Buying Power**

More than 21,000 pastors and key Catholic administrators receive Catholic Management Journal five times a year . . . during their most active specifying and buying seasons.

That these readers prefer Catholic Management Journal is verified by VAC's Reader Analysis (95.7% find the Journal's editorial content useful . . . 93.5% find its advertising helpful).

VAC

SEND FOR SAMPLE COPY
AND COMPLETE DETAILS.

CATHOLIC

MANAGEMENT

400 N. Broadway
Milwaukee 1, Wisconsin

JOURNAL

Sales Management

THE MAGAZINE OF MARKETING

May 20, 1960

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Survey of Buying Power July 10 This Year

Because of delays in the release of revised figures on 1958 retail sales by the Bureau of the Census, vital to us as a benchmark for projecting 1959 retail sales by states, counties, cities and Metropolitan Areas, the Survey of Buying Power release date has been moved up from the usual May 10 to July 10.

This year the Survey of Buying Power, dated July 10, will carry for the United States and Canada, population estimates as of January 1, 1960, and estimates for the year 1959 on net Effective Buying Income and retail sales, plus cash farm income figures for leading agricultural counties in the U.S.

**The Editors
Sales Management**

HIGHLIGHTS

NO AGENCIES NEEDED, SO FAR . . .

To Hershey's founder, a \$10,000 pedigreed bull was a more acceptable avenue to public appetite than anything a "peddling" newspaper adman could offer. But the company that steers clear of Madison Avenue's wizards hasn't exactly ignored the value of publicity in the chocolate saga.

Page 33

'YOU SELL ME—I'LL SELL YOU'

That's the basis for "reciprocity," a business practice that, in the hands of small businessman or corporate giant, today is more subtle, more dangerous—but no less tempting—than it was when an early club maker got into a huddle with his animal-skinning neighbor.

Page 40

WHEN MONEY SCREAMS—AGAINST YOU!

The bonus that makes two out of three employees feel cheated, the automatic raise that nullifies the merit raise, the big commission money that keeps a salesman away from a management post—all are typical of companies' bungling when it comes to the potent dollar-influence.

Page 38

'A LITTLE MORE FUN IN ADVERTISING . . .'

Latest from the West Coast—A human coffee bean, J. Bolder Bean, is being billed as Folger coffee's star salesman. According to himself, Bean is a big, new TV personality who's going to help 1,500 grocers "sell coffee like crazy."

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Stebco

CUSTOM CASES

*specially designed
with your
business in mind*

- * any size
- * any quantity
- * any style



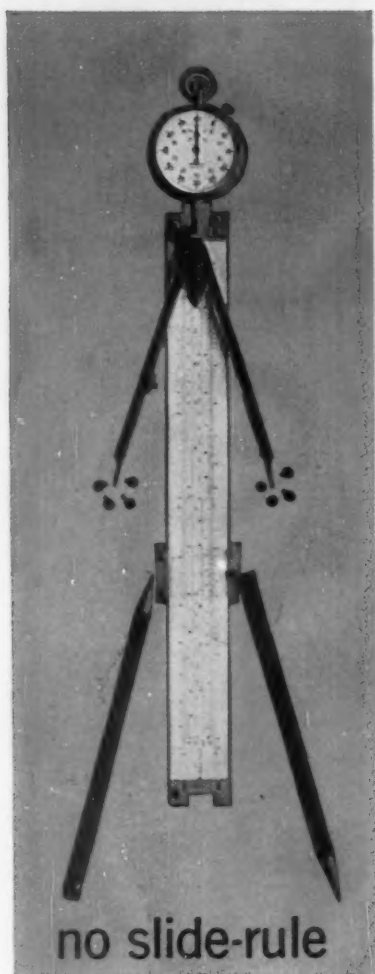
Challenge us to solve your problem. **Whatever** your line may be, we'll build the right sales tool. Stebco designers and craftsmen have spent a lifetime creating special commercial and industrial cases for top firms throughout the country.

Your choice of Quality Top Grain Cowhide or Stebco's exclusive patented TUFIDE (looks like leather, feels like leather, outwears leather 5 to 1 . . . unconditionally guaranteed 5 full years.)

Submit your samples, sales or service material and details. We'll custom design the right case, and quote you—no obligation whatsoever.

STEBCO . . . nationally famed
Business and Student Cases
featured by Leading Retailers
everywhere since 1918

STEIN BROS. MFG. CO.
1401 W. JACKSON BLVD., CHICAGO 7, ILL.
Over 40 years
of superior quality and experience



no slide-rule
expert required

During the next seven days,
no possible combination of
current weekday magazines
will reach as many families in
more than 65 key market
areas as next Sunday's

PARADE

The Sunday Magazine
section of strong
newspapers throughout
the nation, reaching ten
million homes every week.



Sales Management

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U. S. and Canada \$10 a year • Foreign \$15

ADVERTISING SALES

Offices and personnel listed in Advertisers' Index.

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Bill Brothers Publications in **MARKETING** (in addition to Sales Management): Sales Meetings, Premium Practice. **INDUSTRIAL**: Rubber World, Plastics Technology. **MERCHANDISING**: Fast Food, Floor Covering Profits and Modern Tire Dealer.



Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

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Copyright, Sales Management, Inc., 1960



Among the nation's 20 largest markets Milwaukee ranks **sixth in food store sales per family**

THE SELLING'S FINE IN MILWAUKEE! With net personal income averaging \$50,000,000 weekly, Milwaukee has quite a spendable attitude. The food bill alone amounts to more than \$7,000,000 each week.

With coverage of 9 out of 10 homes, The Milwaukee Journal exerts strong influence over the big spending of Metro Milwaukee's 1,189,000 people. Milwaukee retail grocers know the selling power and economy of this saturation, one-paper coverage . . . concentrate 90% of their advertising dollars in The Milwaukee Journal.

MEMBER OF MILLION MARKET NEWSPAPERS, INC. — Offices: New York, 529 Fifth Avenue; Chicago, 333 N. Michigan Blvd.; Detroit; Los Angeles; San Francisco.

ANY WAY YOU LOOK AT IT— MILWAUKEE IS A TOP TEN MARKET

Median income per family	5th
% of families with incomes over \$7,000	6th
Median value of single dwelling units	4th
Retail store sales per family*	2nd
Automotive sales per family	5th
General merchandising store sales per family	5th
Eating-drinking place sales per family	2nd

*Excluding mail orders and other nonstore sales

with coverage of 9 out of 10 families . . .

THE MILWAUKEE JOURNAL DELIVERS THE GOODS IN MILLION MARKET MILWAUKEE!

**Follow the LEADER
in Philadelphia
and its suburbs**



There's one leader in Philadelphia and its suburbs.

It's The Evening Bulletin.

The 1959 A.B.C. Audit Report shows that The Evening Bulletin's circulation leadership in 14-county Greater Philadelphia is 145,637.

Two major research studies—made by National Analysts, Inc. in 1960 and Carl J. Nelson Research, Inc. in 1957—show The Evening Bulletin's leadership in adult readership in both the city and the suburbs.

In the suburbs, where Greater Philadelphia is growing fastest . . .

A research study of adults in homes with telephones, made by National Analysts, Inc. shows:

In Suburban Philadelphia—

The Evening Bulletin Leads In Adult Readership

... by 146,000 adults in homes with telephones

A research study of adults in families, made by Carl J. Nelson Research, Inc. shows:

In Suburban Philadelphia—

The Evening Bulletin Leads In Adult Readership

... by 156,000 adults in families

A.B.C. Audit Reports for 1950 and 1959 show:

In Suburban Philadelphia—

The Evening Bulletin Tripled

Its Circulation Leadership

... and leads by 36,762 families

(and this leadership does not include the tens of thousands of Evening Bulletins sold in downtown Philadelphia which are carried home to the suburbs each day)

Follow the leader in Philadelphia and its suburbs—The Evening Bulletin.

In Philadelphia Nearly Everybody Reads The Bulletin

**The Evening Bulletin Leads in Circulation and Readership
... in Philadelphia and in Suburban Philadelphia**

A MEMBER OF MILLION MARKET NEWSPAPERS, INC.
Advertising Offices: New York • Chicago • Detroit • San Francisco • Los Angeles

Suburban Philadelphia: 13 counties beyond the city in the 14 county Greater Philadelphia A.B.C. City and Trading Zone

Never Stop Selling

It was a coup for J. A. McInay, vice president-marketing, Electric Storage Battery, and retiring president of National Sales Executives, when he secured Vice President Nixon as the banquet speaker at this week's NSE convention.

The background revolves around three cardinal aspects of good selling—planning ahead, taking an initial turnaround gracefully, and enlisting the sympathy and support of an executive's secretary.

Three years ago McInay took the Ray-O-Vac's sales force to the Key Biscayne hotel at the tip of Florida and there the manager of the hotel introduced him to Vice President Nixon. In the relaxed atmosphere of "pitch and putt" golf, McInay asked Nixon if he would be the convention speaker if McInay became president of the NSE. Nixon agreed.

Some six months ago McInay extended a formal invitation to Nixon, who indicated he was interested—but eight weeks ago Nixon's secretary, Rose Mary Woods, called Mac to say that her boss could not accept because he had to hold himself in readiness to attend the Summit meeting. McInay, a good diplomat, said he was sorry about the turnaround but understood Nixon's difficulty.

But he didn't stop selling. He kept the heat on Nixon's office by asking the Vice President to help him line up another top-drawer public figure. During the course of several telephone calls, the secretary told McInay that when the Vice President had to turn down an invitation the people turned down usually became abusive and that it was a refreshing pleasure to find a man who could see her boss's point of view.

The denouement came three weeks before the convention when Nixon's secretary called to say that because McInay had been so graciously understanding about the turnaround, Mr. Nixon had decided to fit the speech into his schedule.

What Do We Work for—Money or Fun?

A Stamford professor, Wilbur Schramm, recently answered a

number of charges brought against the mass-communication industry, including the one, "They don't care about anything except making money."

"Some of them don't," Schramm admitted, "but they are in the minority. As a matter of fact, the communication industry isn't a particularly good place to make money today. Newspapers and magazines are facing a real crisis in rising costs. A few years ago fortunes were made in television, but even that pot of gold has turned a little brassy. As a rule, people don't enter the mass media for pecuniary reasons—certainly not primarily so. They enter because they want to be editors or writers or publishers or in some other way respond to the challenge of communicating with the public.

"The best among them, at least, are very much concerned with public service and put into it quantities of hours or dollars that might otherwise go into profit."

Another profound observer of the American scene is Walter Gutman of Shields & Co., members of the New York Stock Exchange, and he, talking about most businessmen, sums up their attitude thusly: "Very often it seems to me that Americans don't live for money as much as for excitement."

I agree, don't you, that this is true of every man who gets a kick out of his job.

Puffery or Deceit?

A Federal Trade Commission hearing examiner has dismissed charges that McGraw-Hill used deceptive promotional material in selling advertising space. A complaint had been registered about a promotional piece distributed under the headline "N.Y.U. Completes Major Survey of Auto Advertising." The copy, however, said that the survey had been made by an individual professor at the college.

The hearing examiner ruled "The headline should not be considered alone, isolated from the copy immediately below the headline. Certainly no [one] . . . would be misled and purchase advertising on the strength of this head-

the originator

1933

IN 1933... FDR took office, the Giants took the World's Series and men in industry took notice of a new kind of magazine: one that offered them detailed information on problem-solving products, both new and established. Its name: *Industrial Equipment News*.

1960

—and still the innovator!

TODAY... IEN is in office, Explorer VI is in orbit and industry executives in the know still look to IEN for the facts on new products and product information. Today, *Industrial Equipment News* is the buying guide to better than 77,000 key men in 452 of the nation's major industries. What better place to tell them about your product? For full details, send for our Data File.



Industrial Equipment News
461 Eighth Avenue, New York 1, N. Y.
... Affiliated with Thomas Register

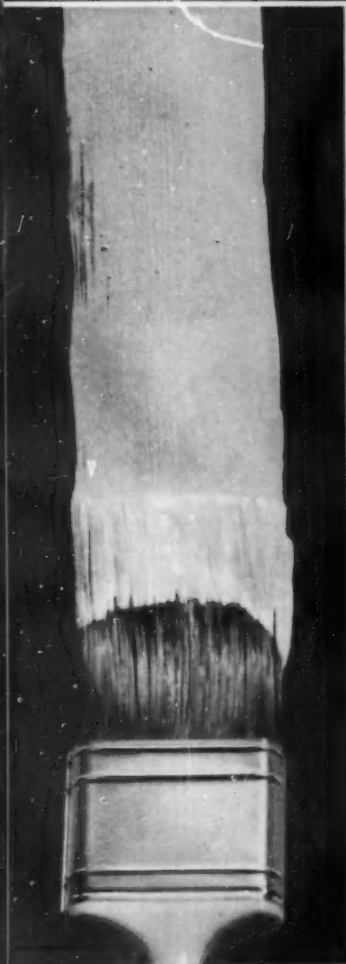
If your product can be...

BRUSHED

POURED

SPRAYED

SQUEEZED



...aerosol packaging may be more profitable for you

Does your product meet the requirements above? If so, there's a good chance aerosol packaging can revolutionize your sales as it has for manufacturers of hair fixatives, insecticides and many other products.

Aerosol packaging offers customers the neatest, quickest, handiest way ever to apply a product. Result—aerosols are increasing their share of the consumer market every year.

Get the complete story. It's easy to have your product tested by a custom loader—no need for your own loading line. Let Du Pont send you technical data and the names of aerosol loaders. It's one of the many services offered without obligation by Du Pont, manufacturer of time-proved Freon® propellents for aerosols.

FREE BOOKLET, "Package for Profit", contains information on how you can enter this field without major capital investment... includes marketing and technical data. For your copy, write: E. I. du Pont de Nemours & Co. (Inc.), "Freon" Products Division, 2420N.SM, Wilmington 98, Delaware.

Best-selling aerosols are powered with

FREON®
PROPELLENTS



BETTER THINGS FOR BETTER LIVING... THROUGH CHEMISTRY



AEROSOLS BOOST COTY SALES. By packaging L'Aimant fragrance in aerosol form, Coty created new "spray mist" product that is outselling original bottled L'Aimant toilet water 2 to 1!

*Freon and combinations of Freon- or F- with numerals are Du Pont's registered trademarks for its fluorocarbon propellents

line." . . . In connection with another part of the complaint, the ruling was that when the promotions were considered in the light of the "limited, sophisticated and experienced audience" to whom they were exposed, it could not be said that the advertising was deceptive.

So, the FTC examiner argues that businessmen are not easily fooled. But what about the general public?

You may have noted that a recent Schwerin Research study found that among those who complained about TV commercials, the great majority griped about there being too many, 26% found them "too long, loud or annoying," while only 3% said they were false or misleading. I take this as confirmation of my feeling that few viewers are fools. Americans have learned to take a certain amount of exaggeration in their stride.

On this subject the Assn. of National Advertisers has published a booklet entitled "The Legal Rules of the Road to Honest Advertising," written by Gilbert H. Weil, general counsel of the ANA. He says that it is all right for an automobile advertiser to boast that his product is "Wonderful! Spectacular! Outstanding!"

The public, he argues, recognizes these words for what they are—puffery—and is not apt to be deceived by them.

However, when the same advertiser says that his automobile has 200 horsepower and delivers 30 miles to the gallon, the buyer is entitled to factual accuracy.

Amen. Harmful deception is the key. We hope the FTC will bear that in mind.

Leading from Strength

Time Inc. recently announced a sweeping reorganization of its higher-echelon executive personnel, involving a baker's dozen of executives (see p. 78). The accent is on youth, with most of the top posts given to vigorous men in their forties.

This is a good example of leading from strength. All of the Time Inc. magazines (they represent 90% of the corporation's income) are enjoying a better first half than in the comparable 1959 period, and the timing of the executive changes is therefore perfect. Had they done it at a time when the business of the magazines was stationary or going down, many of their prospects and advertisers would be just

cynical enough to say, "Well, they had to do something desperate because business was lousy." Their concept of the timing wasn't an earth-shattering new idea—yet as you read corporate announcements you will notice how many wait too long to make their changes.

The Government Mixes Its Blessings

Much as we all hate Government "interference," much as we dislike heavy taxes, it must be admitted that Big Government does create business for some of us. Conspicuous beneficiaries are makers of office forms and equipment needed for the ever-mounting record keeping needed for Government reports.

Currently the Civil Aeronautics Board is cracking the whip on the airlines for "overbooking" their flights, but admits that some instances are due to human errors or errors of communication beyond the carrier's control. To which the magazine Air Travel adds the advice, "The sooner the airlines can make use of the most advanced computers and other electronic devices to record and relay space-availability information, the less vulnerable they will be to punitive action under the forthcoming regulation."

The Post Office Department, demanding more and more postage, isn't particularly popular with publishers these days, but we must admit that Mr. Summerfield has created some business. Late last month The Saturday Evening Post carried a five page insert from Scott Paper which wouldn't have been possible three years ago. Up to that time no publication mailed as second-class matter was allowed to carry a sample of an advertised product.

But then Mr. Summerfield decided that he must get more money from publishers, and, being a businessman, he knew that he couldn't—for long at least—unless the publishers remained solvent. So, among other steps, he removed the ban against samples (subject to some restrictions) and Scott, for a part of the insert, brought a sample of its new Scottowel to the approximately 6½ million people who get the Post each week.

Phil Salisbury

LARGEST MARKET BETWEEN SPOKANE and MINNEAPOLIS!



The Fargo Forum reaches 3 out of 5 families in these 20 North Dakota and western Minnesota counties . . . and 9 out of 10 families in the Fargo-Moorhead 2-county "metropolitan" area.

These 20 counties form one of the Northwest's richest markets—315,100 people, \$367,513,000 in retail sales. Fargo itself is now a SRDS additional standard metro area—and still 1st in the U.S. in retail sales per household.

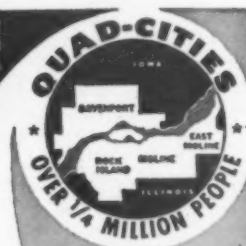
These 20 counties in 2 states are but one market, solidly sold by only one newspaper — The Fargo Forum.

Represented by Kelly-Smith Company

THE FARGO FORUM Moorhead News.

Largest circulation in North Dakota and western Minnesota

3RD LARGEST MARKET IN ILLINOIS-IOWA



ONE OF THE

FIRST 100

MARKETS

Quad-City newspapers serve 279,700 people daily. Use the Argus and Dispatch to sell the 159,203 Quad-Citians who live on the Illinois side.

56% live on the Illinois side.

QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

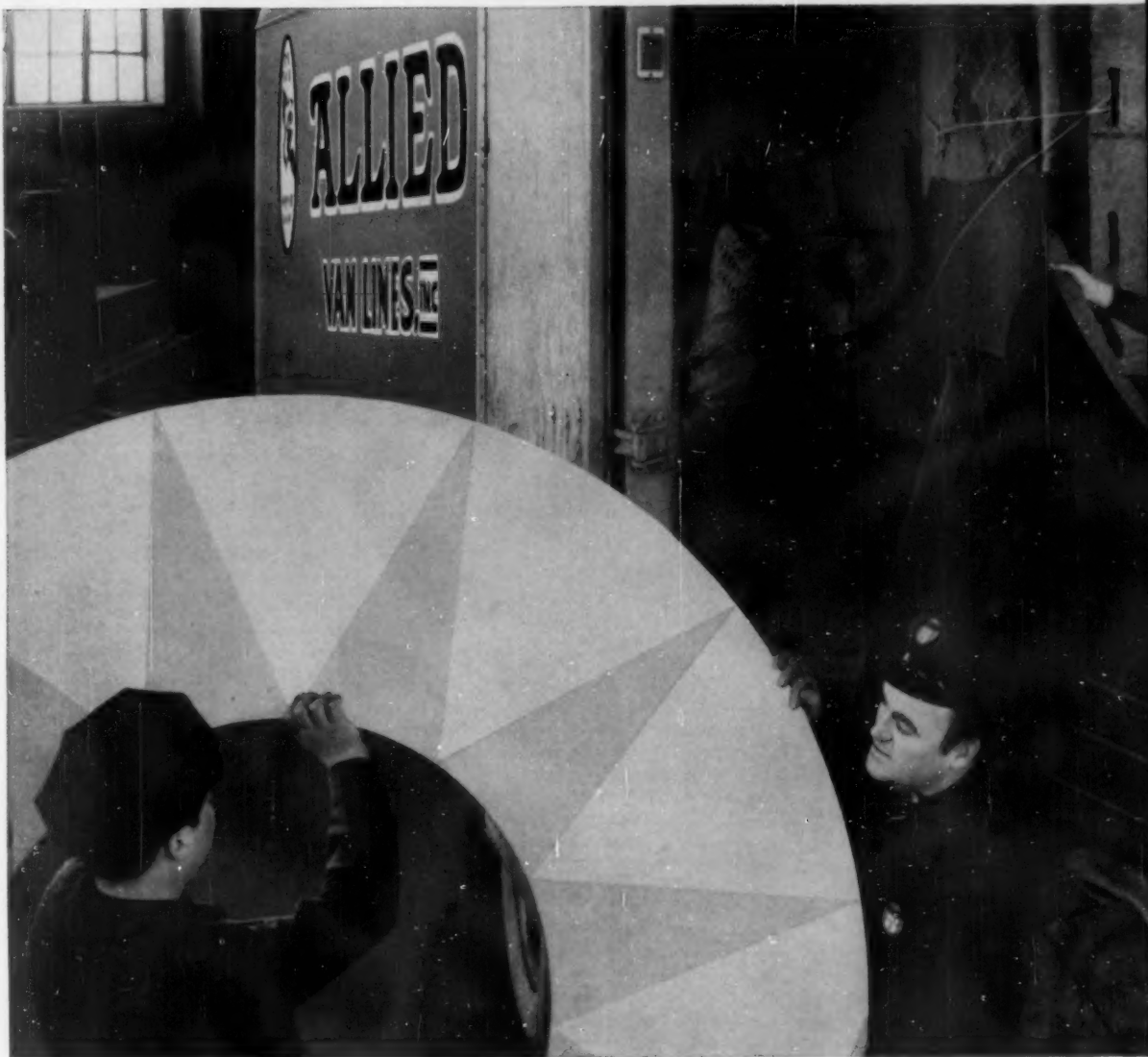
ROCK ISLAND ARGUS and MOLINE DISPATCH

REPRESENTED BY ALLEN-KLAPP CO.

Moving an exhibit in a hurry?

.....

Trust everything



Allied
world's largest
Van Lines

25th and Roosevelt Road, Broadview, Ill.

*Look up your Allied Man
in your phone book.
More people do, again and again.*

FREE FOLDER

Send for "Display and Exhibit Moving" today

The show goes on—on time.
Relax, and let your Allied Man handle everything. He'll get it there on time, move it to the next show. This takes lots of experience, expert scheduling. Allied has a central control department that specializes in the handling of dis-

to your Allied Man



plays, exhibits and other shipments on tour. Allied men have a gentle way with large, easily marred display panels—that keeps them new and fresh looking longer. Your Allied Man is the world's largest mover. Trust him, to take care of your equipment *right!*



This is a Scissor-billed Box-topper



***A bird in the hand
is still worth
you-know-what***

... it *still* costs less to keep a customer *sold* than to sell a new one.

Let us show you how to keep your customers sold—how to build business that repeats *and repeats*—with your own *customer engineered* premium plan.

Cost? You decide that. You pay for your individually-tailored premium service plan *after* you profit from it. Not before. Let us tell you more.

Write, wire or phone collect—ATlas 8-9315. Dept. S-5

The Premium
Service Co. Inc.
Founded 1897

SUBSIDIARY OF
THE CURTIS PUBLISHING COMPANY

195 North St., Teterboro, N.J.

CORPORATE CLOSE-UP



Selling Computers Not So Different From Selling Adding Machines

What does an adding machine, or even an electro-mechanical accounting machine, have in common with an electronic data processing system? Plenty. For one thing, the customer for the adding machine may be now, or in the near future, a prospect for a more fully automated business system. However, the Burroughs Corp., with its formerly separate Burroughs Division and ElectroData Division, had no central knowledge of the overlapping equipment needs of its customers and prospects.

To meet these rapidly mingling markets, and to be ready for the full swing to automation tomorrow, Burroughs has merged the marketing phases of the two previously separate divisions into a single division called Equipment and Systems Marketing. Advertising will also be under direct control of this central marketing division.

The new marketing task force will be headed by a 3-man Marketing Executive Group. At the head of this team is Ken T. Bement, formerly general sales manager of the Burroughs Division, whose new title is vice president-marketing. Two sub-groups will each be headed by an assistant vice president-general manager. These are called the General Products and Systems Group and the Data Processing Group. Both will sell the full Burroughs line, but certain major accounts will be segregated for special sales effort. These designated accounts will be served by account executives who know all their equipment needs.

"Burroughs has made this move to cut duplication of sales effort," says Bement, "and to take better advantage of potential sales as business equipment needs overlap into more automated systems. In the past there were numerous instances of duplicated sales calls by the two divisions without the knowledge of either. This will be eliminated. There will be closer communication between the field and market management."

Will this consolidation mean that fewer salesmen will be needed? "No," says Bement, "far from it. We've been adding sales manpower at a rate of about 10% a year. This growth will probably continue as Burroughs continues to expand its potential markets.

It will mean a more effective use of sales manpower at the field level, according to Bement, and tighter, more efficient use of executive power. Where the company previously had 12 regional sales managers for the Burroughs Division and four regional sales managers for the ElectroData Division, there will now be just 12 regional sales managers serving Equipment and Systems Marketing.

Burroughs has a king-size cross-training project under way with a target date set for the end of 1960. Burroughs salesmen will now have to be equipped to sell the complete line, from adding machines to electronic computers.

In a sense, this marketing reorganization at Burroughs represents growth in top-level marketing know-how. When Burroughs acquired the ElectroData Corp. in 1956, data processing systems were a frighteningly specialized form of equipment. As the knowledge and the use of these super-sophisticated business aids becomes more widespread, so its marketing moves out of the hands of the equipment specialist into the hands of the marketing specialist.

**Triumphs
of an advertising
decision maker**



HE PAID ONLY FOR "PROSPECTS"—NOT FOR "SUSPECTS"

When this media man went digging for gold he struck it rich, by concentrating his client's advertising budget in Hearst Special Interest Magazines—where he knew the ore was richest. So doing, he eliminated that portion of disinterested, unwanted readers that he might have paid for in mass circulation media, and directed his message just at preconditioned prospects—not unlikely "suspects".

HEARST magazines

13 keys to the special interests of 13 groups of people . . . American Druggist
Bride & Home • Cosmopolitan • Good Housekeeping • Harper's Bazaar • House Beautiful • Motor Boating
Motor • New Medical Material • Popular Mechanics • Science Digest • Sports Afield • Town & Country

One phone call...



...solved two big retail demonstration problems for *Johnson*



1. Dealer Cooperation.

Johnson asked: How can we get dealers to use motion picture demonstrations of outboards?


Bell & Howell joined with Johnson to create a special promotional package built around the famous Filmo-sound 16mm projectors. Johnson salesmen took it into the field, used it to convince dealers of the ease, speed and economy of showing prospects, demonstrations on film.



2. Keeping the plan in action!

Bell & Howell, with the largest nationwide network of Audio-Visual representatives, provides Johnson dealers with expert service and on-the-spot training. These are just two examples of Bell & Howell A-V service in action. Call or write us for details on how our products, experience and service can work for you.

FINER PRODUCTS THROUGH IMAGINATION

 **Bell & Howell**

7190 McCORMICK ROAD, CHICAGO • AMBASSADOR 2-1600

Interview: *Wesby Parker*

President of Dr Pepper tells why he recommends
time on WLW Television and Radio Stations.



"The famous Crosley Group reaches over 9 states and 6.5 million homes—giving advertisers one of the best buys and biggest markets of all 'time'."

"The 5 WLW Television Stations and WLW Radio offer that great big number one desirability—
AUDIENCE COVERAGE!"



"So to doctor and pep up your sales, just leave it to Crosley Broadcasting Cooperation—as we call it. Because the WLW Stations sure give complete cooperation to advertisers!"

Call your WLW Stations' Representative...you'll be glad you did! The dynamic WLW Stations...

WLW-C
Television
Columbus

WLW-T
Television
Cincinnati

WLW-A
Television
Atlanta

WLW-I
Television
Indianapolis

WLW-D
Television
Dayton



Crosley Broadcasting Corporation, a service of **Arco**



"Out of stock" is a sale lost, as any sales manager knows. The ability to give fast and dependable delivery to your dealers is what rings up extra sales.

Air freight plays an indispensable role in modern marketing. Here's how the Polaroid Corporation uses it:

"We use Emery Air Freight in our day-to-day operations," said Mr. Jud M. James, National Sales Manager, "to ship our 60-second Polaroid Land Cameras and new '3000' speed film to dealers whose sales have out-

stripped their expectations. Replacement merchandise is needed in a hurry. Emery enables us to keep up with increased demand. We use Emery because of its speed, coverage, and prompt teletype information service."

Businesses, large and small, can use Emery profitably in their sales and marketing programs. To find out how Emery's air freight marketing services can help you, call your local Emery representative today. Write for idea-packed booklet: "6 New Ways to Promote Your Products by Air Freight."



EMERY AIR FREIGHT

801 Second Avenue, New York 17. "EMERY—Worldwide Blue Ribbon Service"

Demand is 'Different' in Mid-'60

If business spends what it says it will, 1960 may yet turn into a banner year. And if consumers spend what they ought to spend, no recession will have a prayer.

In recent weeks two reports have been issued that make this very, very clear. One is the McGraw-Hill annual survey of Business' Plans for New Plants and Equipment. The other is The Economic Outlook for 1960 and Beyond, presented by Martin Gainsbrugh, chief economist of the National Industrial Conference Board, to the American Assn. of Advertising Agencies' annual meeting.

They are significant because: (1) Both were prepared **after**, and in the light of, the lukewarm first quarter and (2) both show that business in 1960 is good—but a slightly **different** kind of good than most marketers are used to.

Let's look at the McGraw-Hill report:

Business says that it will spend a fantastic \$37.9 billion for new plants and equipment in 1960. This is 16% higher than in 1959, \$3 to \$5 billion more than it plans to spend in each of the next three years. Manufacturing and railroads lead all other industries with increases of 26% and 16% promised.

But it is this 26% jump for manufacturing that holds **greatest meaning** for most marketers.

A leap of this size usually means only one thing—that demand has outstripped capacity to produce. Not so in 1960. At the end of 1959, manufacturing was operating at 85% of capacity. True, this is the highest since the mid-decade boom began to wither in 1956, but it is still 9 big percentage points below the average **preferred** rate of 94%.

The expected 26% jump is attributable to **three** growth factors. Both the increased rate of modernization of **existing** facilities and the creation of **new** facilities for the development and manu-

facture of new products carry more weight than usual this year. Consequently, the traditional expansion of productive capacity fails to occupy its usual overwhelming place.

More imports, more domestic competition, higher labor, other manufacturing costs have done much to speed up cost cutting via modernization.

Not only will the over-all capital spending outlay be higher this year, but the **proportion** of it that is spent on updating will be up markedly in many industries. The McGraw-Hill report provides these examples, among others: Nonferrous metals: spending up 18%, with 20 cents more of **each dollar** going for modernization than did last year. Food and beverages: 9% more outlay, 10 cents more out of each dollar for updating; "miscellaneous" manufacturing: no increase in outlay, but 9 cents more for modernization.

By and large, the marketer who preaches "**replace and save**" will be well geared to many of manufacturing's 1960 demands.

New Product Boom Grows

Bigger expenditures for research, development and manufacturing of new products also help to swell the capital spending total. Manufacturing industries expect to spend 5.6% more for R & D in 1960 than in 1959. Some \$682 million will be spent on construction of new research facilities alone.

By 1963, manufacturing industries expect a handsome 12% of sales to come from products as yet **unborn**. Many expect to do even better: transportation equipment, 27% from new products; electrical machinery, 18%; machinery, 16%; unclassified metalworking, 15%, and so on.

To the marketer, this boom in research, development and manufacture of new products holds a variety of meanings. Primarily it means that now

as never before he must keep on his toes, alert to **new selling situations**. Customers can be less and less relied upon to make the **same products** in the **same way** as they did a year ago.

Similarly, traditional **competitive situations** are sure to become more and more volatile. In either event, the marketer must be ready to rise to the occasion at a second's notice.

Obviously, the fact that the concept of selling is changing is supported by the McGraw-Hill report. Less and less can a product be sold on its **built-in features**; more and more the weight must be placed on how well the product solves a **particular specialized problem**, be it in cost cutting, use of new materials or whatever.

Consumer Market Changed, too

Now let's look at the consumer side of the coin. Martin Gainsbrugh's Economic Outlook surprisingly indicates that the consumer goods market is acting much like the capital goods market.

This is how the first quarter per capita financial picture looked. All figures have been converted to constant 1959 dollars and are seasonally adjusted at annual rates:

Personal income: \$2,163 — up \$56 from the boom year of 1955, up \$14 from 1959, up \$37 from the first quarter of 1959. Disposable personal income: \$1,901 — up \$50 from 1955, \$10 from 1959 and \$29 from last year's first quarter. Personal consumption expenditures: \$1,766 — \$50 over 1955, \$5 over 1959 and \$28 over 1959's first quarter.

If the money was there, what happened to business? To some degree, the gradual rise in payments for services, as well as payment of consumer debt (especially by those forced to rely heavily on credit by the steel strike) cut into consumer goods dollars. But much more than that — the boom is **growing a little older**.

Many feel that the sag in the economy, plus the impending end of the 30-month boom cycle means

a recession coming up. A more likely answer is that, as with capital spending, the consumer market is there — but its looks are changed.

It looks different because, as the boom grows older, there are fewer and fewer **gaps** that must be filled. People as well as companies have gotten in the last two years the things they "have to" have to keep pace. Now, as the rapid rate slows, the spender **looks about** to find where to put his money. He now has more of an opportunity to create his **own need** for goods or services, rather than having the needs forced on him by his circumstances. And both people and companies will put more weight on the "little things" — service, deliveries, etc., in making a decision to buy.

Says Mr. Gainsbrugh: "The steady and balanced growth during the past two years in end-product demand suggests that those who rely upon a mechanical (30 month) approach to forecasting may be in for a **surprise**."

"There is no necessary periodicity to the business cycle. Periods of business expansion end as do periods of business contraction, but expansions do not have a fixed life span of 30 months. What business-cycle history does tell us is that in the third year of economic expansion more and more **uncertainties** develop. Markets grow even more competitive and profits harder to come by. The easy growth of the early stages of recovery is behind us. **Consumer demand takes on more and more of a discretionary or volatile character**. But these changes do not imply recession.

"Rather than emphasizing the imminence of recession, I would [stress] the **intensification of sales effort** as a means of prolonging the current expansion. The further generation of private demand is, or should be, the order of the day."

Like the industrial marketer, then, the consumer goods marketer can no longer rely on the superiority of his product alone to make sales. Instead, the **reason** why such a product should be **bought at all** holds the key to the consumer pocketbook.

THE NEW YORKER creates

"The New Yorker creates sales.
Quality retailers know this. That's
why The New Yorker each week is a
showcase of quality retail advertising,
and that's why we have used
The New Yorker since 1926."



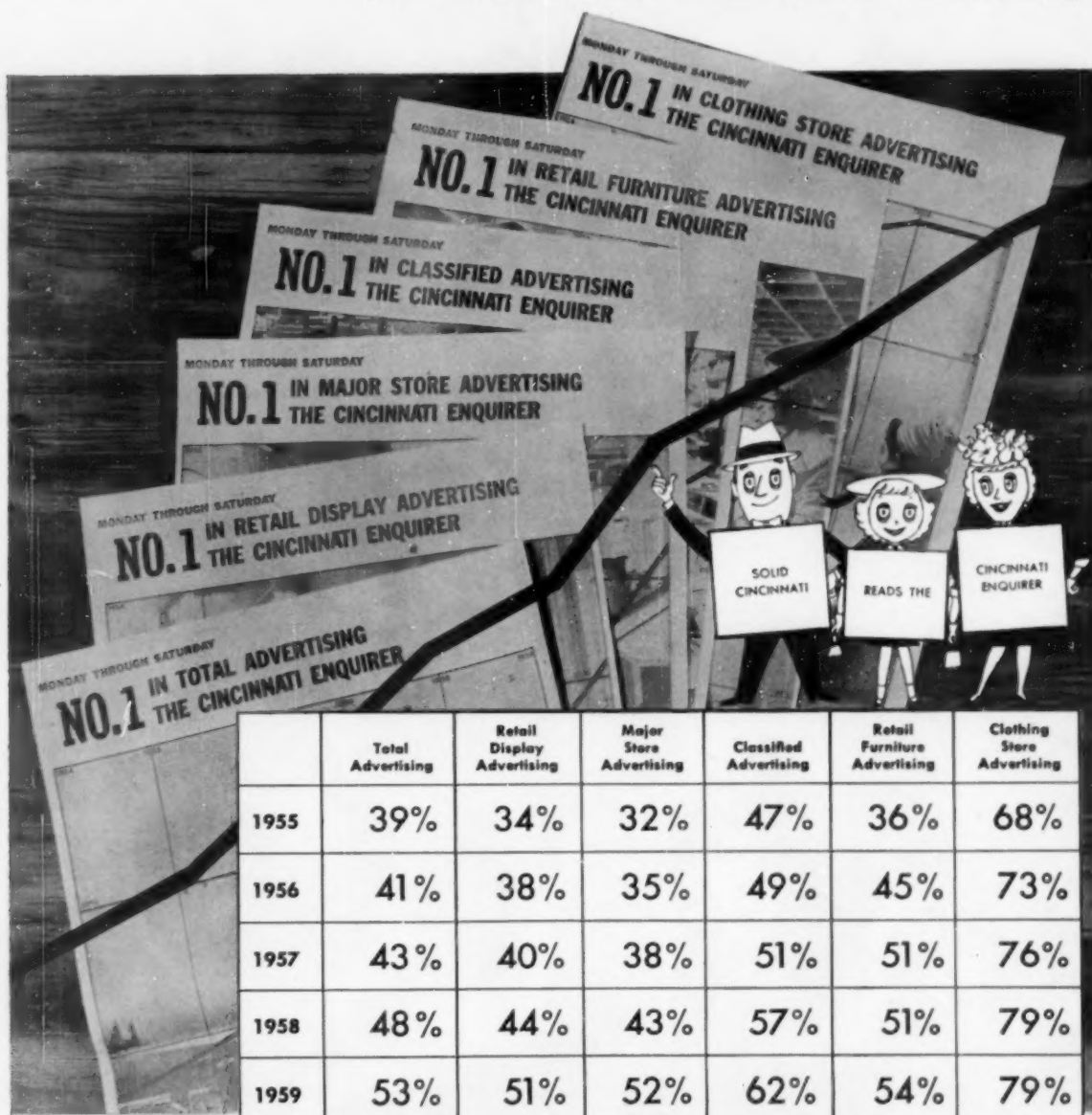
COPYRIGHT © 1953 THE NEW YORKER MAGAZINE, INC. DRAWING BY GARRETT PRICE

Andrew Goodman
President, Bergdorf Goodman



Ride the trend in Solid Cincinnati to the Cincinnati Enquirer

...a trend that, in five years, has taken it from 20th to 10th place among all newspapers in the U.S.A. in total advertising



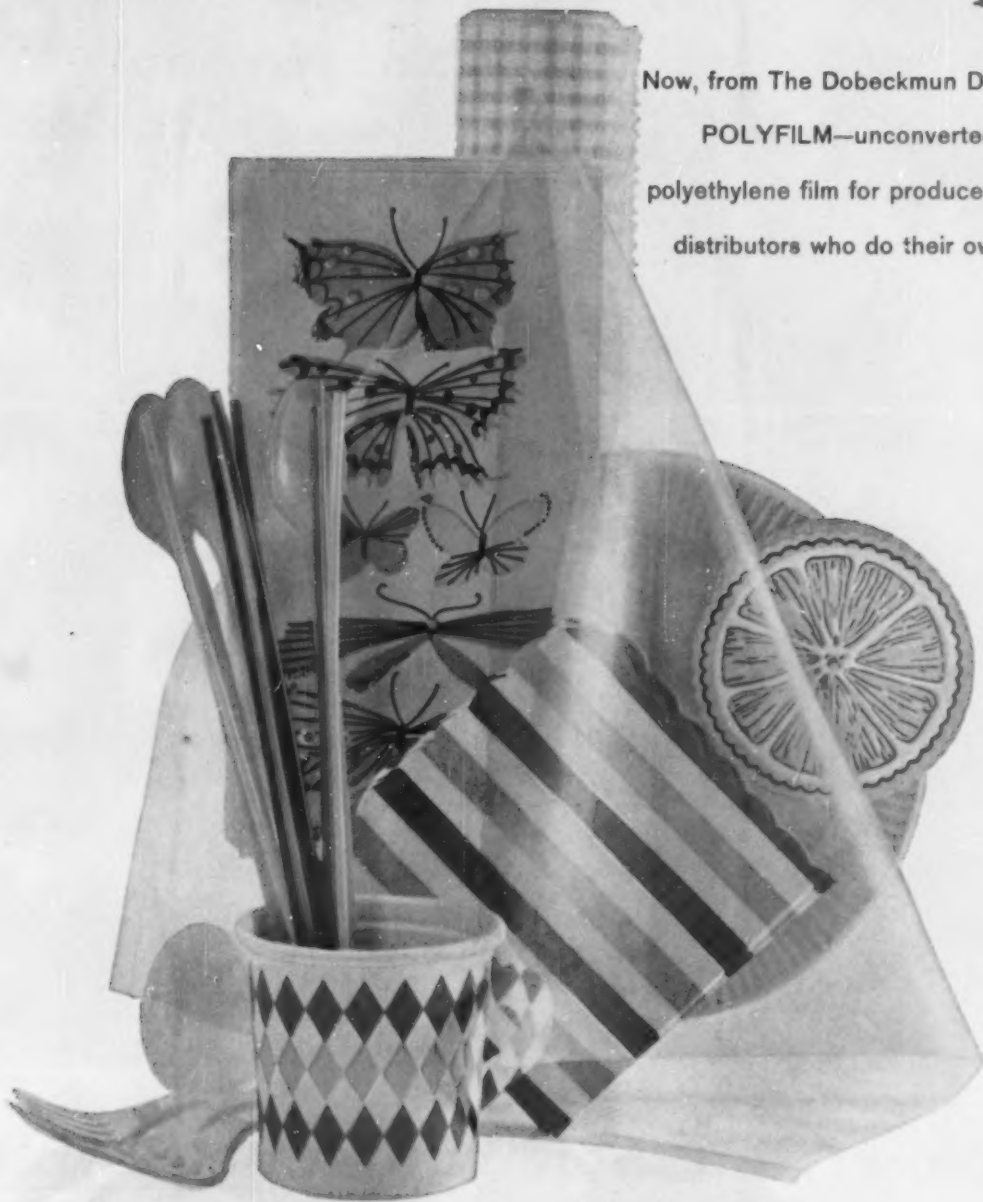
Source: Media Records, Inc.

Represented by Moloney, Regan & Schmitt, Inc.

POLYFILM[®]



Now, from The Dobeckmun Division,
POLYFILM—unconverted—a superior
polyethylene film for producers and
distributors who do their own packaging!



Wide acceptance proves POLYFILM to be the superior polyethylene film. One manufacturer after another is capitalizing on Polyfilm's unique features to give his products instantaneous shelf appeal. In the paper industry, toilet tissue, shelving paper, picnic plates and cups are all being packed in POLYFILM—and selling better because of it. POLYFILM has constant gauge, unequalled machinability, fully controlled wind-up. One close look tells you it is glossier, clearer. POLYFILM will not absorb moisture from paper products, will not become brittle; products stay fresh longer.

Those using POLYFILM know of another important advantage—free and easy access to DOBECKMUN'S vast experience in the field of flexible packaging—yours, too, for the asking. Why not write today for fuller information?

THE DOBECKMUN COMPANY



A Division of The Dow Chemical Company, Cleveland 1, Ohio • Berkeley 10, California • Offices in most principal cities.



**These people are
"Ready-to-Buy"**



**Now! Sell them with a new kind
of national advertising—
National Yellow Pages Service!**

At the moment they're deciding to buy your product or service, the "Ready-to-Buys" are your most valuable prospects. Survey after survey proves that nine out of ten people turn to the Yellow Pages...and they use them when

they are "Ready-to-Buy." What better way to reach your best prospects with your selling message! Now you can do just that — with National Yellow Pages Service, *the national service you can tailor to your local markets.*



Vital! National Yellow Pages Service will complement all your advertising, make your advertising *complete!* Your national advertising message delivered locally in the Yellow Pages is your last chance, your *best* chance to sell prospects on your product (or keep them from switching to another) before they buy!

Flexible! Fits any geographic marketing pattern, method of distribution, advertising budget! Over 4,000 Yellow Pages directories ... over 60 million combined circulation to pinpoint your precise market whether national,

regional or a selected area. A wide range of ad sizes *in any combination* to meet your competitive needs in individual markets.

Convenient! One contact, one contract, one monthly bill — regardless of how many directories you advertise in! And like other national media, National Yellow Pages Service is subject to advertising agency commission.

Call your National Yellow Pages Service representative at your Bell telephone business office for full details on how NYPS can work for you.

in Delaware Valley's suburbs,
The Daily Inquirer
 reaches 30% more
 adult readers than the
 major evening
 newspaper!*

30%

The suburbs account for 58% of the market's population. Here's the sales score:

	% of Total Market
Retail Sales.....	58%
Food Store Sales.....	61%
Automotive Sales.....	65%
Drug Store Sales.....	56%
Gasoline Station Sales.....	74%
Lumber & Building Supplies.....	75%
Furniture & Appliance Sales.....	56%



So, if you want to sell more where they're buying more—put your advertising in The Inquirer!

*Source: "Philadelphia Newspaper Analysis" by Sindlinger & Company Inc. Highlights available on request.

The Philadelphia Inquirer

Good Mornings begin with The INQUIRER
 for 1,406,000 adult daily readers

NEW YORK
 ROBERT T. DEVLIN, JR.
 342 Madison Ave.
 Murray Hill 2-5838

CHICAGO
 EDWARD J. LYNCH
 20 N. Wacker Drive
 Anderson 3-6270

DETROIT
 RICHARD I. KRUG
 Penobscot Bldg.
 Woodward 5-7290

SAN FRANCISCO
 FITZPATRICK ASSOCIATES
 155 Montgomery St.
 Garfield 1-7940

LOS ANGELES
 FITZPATRICK ASSOCIATES
 3460 Wilshire Boulevard
 Danvers 5-3557

brides want the McCoy

... Re your article, "The Rise of Surprise Competition" [Ap. 15], it simply is not true that "sterling silver tableware has been taken for a ride by . . . stainless steel." As a matter of demonstrable fact, sterling flatware (knives, forks, spoons, etc.) has exhibited some growth over recent years. With a bulge ahead in the marriage curve, this product promises to grow even more. What the author meant, as almost any jeweler could confirm, was that **silverplated** flatware has been taken for a ride.

... Otherwise, very excellent article.

M. N. Rivenburg

Director, Marketing Research
Hamilton Watch Co.
Lancaster, Pa.

who's against aptitude tests?

In your article, "What's the Status of Sales Aptitude Tests Today?" [SM, March 18] it was stated: "Sales aptitude testing could only be a modern-day phenomenon. It has grown fast and frantically, and has more vociferous friends and vehement enemies than any other aspect of manpower development."

I am neither a vociferous friend nor a vehement enemy of sales aptitude testing, but I would like to hear the **other side** of the question from someone who has used this service and discontinued it.

J. R. Hooton

General Sales Manager
Martha White Mills, Inc.
Nashville, Tenn.

► *Reader Hooton may be interested in SM's April 15 article, "Are Your Salesmen too Smart?" Readers: Any opinions on the subject?*

voice of experience

... No businessman of my acquaintance would quarrel with the alleged objectives of the Douglas bill ["Will Credit Controls Stifle Buying?" SM, April 1]. Of course the public should know what they are getting and how much they are paying for it, whether it involves a credit, cash, or any other kind of transaction. In the small loan business we have operated

for many years under state laws which require this. . . .

We have learned, however, that the customer understands the charges best when they are stated in terms of dollars rather than interest. We believe, too, that whatever problem exists can be corrected better at the state than at the Federal level.

DeWitt J. Paul

Vice Chairman of the Board
Beneficial Finance Co.
Wilmington, Del.

politics on SM staff?

I was quite disappointed to note that my article, "Are Your Salesmen Too Smart?" [SM, Ap. 15], identifies the author as Leonard T. Dixon. For the benefit of my friends who want to know whether I'm so anti-Republican that I decided to change my name, please let them know that it's still Leonard T. Nixon.

Leonard T. Nixon

Senior Staff Consultant
Dale, Elliott & Co., Inc.
New York, N. Y.

distaff mystery

I would appreciate it if you would furnish me with the names of salesmen who have been outstanding because of the selling quality of their voices—men with natural selling voices whose quality generates extreme desire to buy.

Where might I be able to obtain phonograph records of their voices?

Betty G. Woolen

Alexandria, Va.

► *Dixie accents preferred?*

lost division reappears

You create an erroneous impression and overlook an important daily division of this association when you add the parenthetical tag (weeklies) after National Editorial Assn. [SM, April 1, page 96].

The National Editorial Assn. is the only national newspaper publishers' association which admits both weekly and daily members. Of its more than 5,600 newspapers, 525 are dailies—more than in any



Faultless advertising balloons get more attention for your brand name, insure success for premium promotions. Send for free sample kit, including new two-color imprinted balloons, layout sheet, price lists and complete ordering information. The Faultless Rubber Company, Ashland, O.

Faultless



a lively sales meeting "starter" . . .
a refreshing program "break" . . .

There's nothing funnier for salesmen than seeing true-to-life sales situations humorously exaggerated. When the situations are easily recognizable like an overloaded expense account . . . the cliched sales pitch . . . or the how-to-sell the new account presentation . . . every salesman is guaranteed to laugh. And they will, when they see "HERMAN HOLDS A SALES MEETING."

Here's good, clean fun . . . NOT a sales training film, but a rib-tickler that's sure to relax your audience . . . put them in a good frame of mind for what's to come, or act as the wind-up to your sales meeting. A 10-minute, 16mm. sound, full-color motion picture. Available for rental or purchase. Write today for full details, plus our "Directory of Sales Films."

DARTNELL

4664 RAVENSWOOD • CHICAGO 40, ILL.

"HEADQUARTERS FOR SALES TRAINING FILMS"

A NEW KIND OF PACKAGE COMBINES TRAY AND BOX...




If the package you need doesn't exist, St. Regis can create it. That's how **trOX**, the new tray-box, was born.

Happy Pet Products, Inc., the makers of *Tidy Cat*—hygienic, absorbent clay—had been selling their product in bags. But the Crowell Carton Division of St. Regis designed an ingenious new functional carton that quickly and easily converts to a tray twice its original size. Now product and package are

virtually one, and the age-old problem of cat sanitation has been made lots simpler for countless satisfied customers. (And countless contented kitties.)

trOX is the kind of novel development that offers something "extra," and has tremendous sales appeal. You can count on Crowell not only for original package design, but for imaginative selling ideas, too. From Crowell, the best is yet to come! Isn't there some way we can serve *you*?

Crowell offers complete packaging services for folding cartons . . . metal-edge dispensers . . . METLSTAY packaging.

Crowell Carton Company • Division of **St. Regis** 
Marshall, Michigan **PAPER COMPANY**

other association with the exception of ANPA.

Edgar S. Bayol

Executive Vice President
National Editorial Assn.
Washington, D. C.

and thank you!

We have been subscribers of SM for the past year and only wish we had taken the subscription sooner. Many of your very interesting items have helped our judgment, and helped improve our sales organization.

D. E. Getzen

Sales Manager
The Getzen Co., Inc.
Elkhorn, Wis.

rails championed

In your letters column, April 1, one [re airlines vs. railroads] that is too good to miss is signed by a "cargo sales manager of a prominent airline."

Except for the fact that railroads are paying taxes out of which our airlines are now, and have for months been, subsidized, he wouldn't even have a job!

J. W. Moore

The J. W. Moore Co.
New Orleans, La.

► But—in the words of C. R. Smith, President of American Airlines: "Most of the trunk [major] lines have received no Federal subsidy since 1951 and, with one exception, none of the lines has received any subsidy since 1956."

no 'educational' hobbies

Have been meaning to write you re your sales executive profile in the Feb. 19 issue. Checking their hobbies and extra-curricular activities, I note with chagrin not a single mention of sales education.

With adult education programs spreading rapidly across the nation, what a royal opportunity there is for the sales executive who is dedicated to the advancement of our profession to train and stimulate the rookie, refresh the active salesman. . . .

Or will our sales leaders continue to putter around while they bellyache about "today's low-grade sales recruits?"

William C. Dorr

Brooklyn, N. Y.

Spendable income for Pennsylvania farm families hits \$1,004,100,000



Farmers are industry's biggest customers . . . big because they spend from gross income . . . not from a worker's paycheck, minus deductions (net income).

As farm operations become larger and more mechanized, purchases increase. Since 1940, capital goods outlays have gone up 582 percent . . . production spending up 398 percent.

Pennsylvania farmers buy in a typical year: tractors—23,040 units; fertilizer—626,000 tons; building materials—\$117,233,000; drugs—\$35,434,000; furniture and appliances—\$74,631,000; retail food—\$369,865,000; automotive—\$322,703,000; gas and oil—\$125,551,000.

You reach him BEST in his own state farm paper

Local editing creates a climate of confidence in PENNSYLVANIA FARMER — merging your sales story with his shopping list.

Farmers prefer PENNSYLVANIA FARMER 2 to 1 over any other farm magazine because articles are right for their soil and their crops.

State farm papers provide a reader environment rich in interest and trust . . . an atmosphere in which your advertising sells harder . . . is more impressive . . . more persuasive . . . more convincing.

Only state farm papers support your ads with local editing. Want proof? Send for free folder.



Pennsylvania Farmer

HARRISBURG, PENNSYLVANIA

STRAIGHT-LINE ADVERTISING available also in —
• THE OHIO FARMER • MICHIGAN FARMER
• THE INDIANA FARMER • THE KENTUCKY FARMER
• THE TENNESSEE FARMER & HOMEMAKER



MORE CUSTOMERS

that's what you get when you advertise in NATION'S BUSINESS

*Sell the corporate giants . . .
plus half-a-million other
up-and-coming business firms*

When you advertise in NATION'S BUSINESS, you buy values no other publication—general consumer, newsweekly, business monthly, weekly or daily—can offer. First, you get 750,000 ABC circulation—the biggest business and industry package on the market. And, even more important, it's just as big in quality as it is in quantity. Nine out of 10 of its readers are men with a decisive voice in their companies' plans, policies, and purchases.

Here's what you find when you analyze the circulation: coverage of the nation's 500 top industrial firms—with some 23,000 owner-executive subscribers; breadth of coverage throughout business in manufacturing, distribution, finance and business services—with subscribers in some 500,000 medium-sized companies across the land . . . companies which, in themselves, represent a tremendous market for any advertiser who sells goods or services to business.

CONCENTRATES ON BUSINESS



You'll find NATION'S BUSINESS, editorially, an ideal magazine for telling your business story. It's about business, from front cover to back, and business only. Month after month, it gives a useful look ahead at important national issues and tells what businessmen should do about them in their own communities. It pinpoints developments in Washington—in terms of how they will affect business. And it spotlights business problems, throws light on management solutions. Its readers are in a business frame of mind when they turn to its pages—your advertising reaches them at a time when they're open to whatever new ideas or suggestions you may have to offer.

Presidents, Owners, Partners . . .

If you asked your sales department to compile a list of business executives of the size of NATION'S BUSINESS circulation, they couldn't come up with a more important group of executives than you buy in NATION'S BUSINESS. Look at these facts: among NATION'S BUSINESS 750,000 subscribers are 77,250 presidents, 445,400 owners and partners, 2,500 board chairmen, 38,000 general managers, and 53,400 other corporate officers. These are men who shape their companies' policies . . . develop their new products . . . forge their sales strategies . . . okay their purchases of equipment and supplies . . . the men you'd seek out to talk to yourself if it were physically possible to get out around the country and call on all their companies in person.



District Sales Manager finds NATION'S BUSINESS helps solve sales problems:

"Ours is a big-ticket line, and it involves selling an idea or a benefit as much as selling equipment. We have a couple of pretty big industrial customers in this territory, but the solid core of our business is the hundreds of comparatively smaller manufacturers in our sales area. Biggest problem we have is getting to call on them at least a couple of times a year, and then getting in to see them when we get there. We find

that we have to call on the men at the top all along the line. These are the only men in a position to buy. And we find that our advertising in NATION'S BUSINESS makes it a lot easier for us to get in to see them. They know our name and our products. So, often when we call, we get right through and are given a good hearing. Our company's advertising is a big help in getting those doors open to us."

Dollar for dollar best buy

Prospect for prospect, and dollar for dollar, you'll find NATION'S BUSINESS an ideal basic medium for getting your sales story to "hard-to-see" executives . . . for creating company and product acceptance in advance of salesmen's calls . . . for unearthing prospects you haven't had on your lists before—even including some you may not have suspected existed. So, if you've been paying mass-magazine rates to reach businessmen, look into NATION'S BUSINESS. You'll find it far and away your best business advertising buy!

**YOU USE NATION'S BUSINESS
TO SELL MORE
OF THE NATION'S BUSINESSMEN**

Nation's Business

**NEW
MASS
MARKET**

NATION'S BUSINESS

Advertising Headquarters, 711 Third Avenue, New York 17, N. Y.

Take Twelve Thousand Turkeys ...



Warren Johnson of Chester County, Pennsylvania, as featured in *Farm Journal*

... add beef cattle ... and dairy heifers ... and a 350-acre farm. No doubt about it, Warren Johnson is a very busy man. In fact, this picture is the only time he has ever been caught in a no-motion pose.

Top farm operators, like Warren Johnson, look to *FARM JOURNAL* for the latest farm news and money-making ideas—nationally and regionally. *FARM JOURNAL* gathers this vital information in *every* part of the country; delivers it to *any* part of the country. From wherever it happens, to wherever it matters.

To reach and influence the Warren Johnsons *everywhere*, advertisers invest more dollars in *FARM JOURNAL* than in the next two farm magazines combined. They know that nothing influences farm families like a farm magazine—and no farm magazine means so much to so many as *FARM JOURNAL*.

FAST FACTS ON FARM JOURNAL

- The biggest farm magazine in the world
- More than 3 million net paid circulation
- Bought and read by more farm families than the next two farm magazines combined

The magazine
farm families everywhere
depend on ...



GRAHAM PATTERSON, Publisher
EDWARD J. BABCOCK, President

GIVE YOUR PROMOTION THE GOLDEN TOUCH



GOLDEN TOUCH adds spark and excitement to your sales. Easy writing pressure transfers superior quality, long-lasting genuine gold to any surface—paper, plastic, metal, wood, glass, leather, fabric.

Grown-ups and kids can draw, trace, ornament and write in real 24 karat gold with any pencil, ballpoint pen or stylus.

Brilliant, tarnish-proof gold strips are singly packed in strikingly styled two-color acetate...a luxury design to complement and distinguish your holiday promotion and special year-round premium offers.

ADD GLITTER TO GIVING. Write for samples of three varieties of GOLDEN TOUCH.

GRAUERT OF GOLD STREET

100 GOLD STREET ■ NEW YORK 38, N. Y.



1 An average of 94% ...



2 ... of all the car-owning households in a market ...



3 ... are exposed to your messages ...



4 ... 21 times a month in Outdoor!

OUTDOOR—the *Persistent* Primary Medium!

The tremendous *coverage* of Outdoor Advertising, combined with its tremendous *frequency*, adds up to *persistence* unequalled in any other advertising medium.

OAI OUTDOOR ADVERTISING INCORPORATED

With offices in: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle.

$$E = \int_{t_0}^{t_1} dt \int \lambda dx dy dz = \frac{1}{i} \int \frac{1}{i} K_4 dx_1 dx_2 dx_3 dx_4$$

$$\frac{q_x}{1-q^2}, \frac{q_y}{\sqrt{1-q^2}}, \frac{q_z}{\sqrt{1-q^2}}, \frac{1}{\sqrt{1-q^2}}, \quad q_x = \frac{dx}{dt}, \quad q_y = \frac{dy}{dt}, \quad q_z = \frac{dz}{dt}$$

$$\left(m \frac{dx_\mu}{d\tau}\right), \quad L_x = \frac{mq_x}{\sqrt{1-q^2}}, \quad L_y = \frac{mq_y}{\sqrt{1-q^2}}, \quad L_z = \frac{mq_z}{\sqrt{1-q^2}}$$

$$= m + \frac{m}{2} q^2 + \frac{3}{8} m q^4 + \dots, \quad K = \frac{d}{dt} \left(\frac{mq}{\sqrt{1-q^2}} \right), \quad K_x = \frac{d}{dt} \left(\frac{mq_x}{\sqrt{1-q^2}} \right)$$

$$= -\frac{\partial p_{xx}}{\partial x} - \frac{\partial p_{xy}}{\partial y} - \frac{\partial p_{xz}}{\partial z} - \frac{\partial (ib_x)}{\partial (il)}, \quad (i\lambda = -\frac{\partial (is_x)}{\partial x} - \frac{\partial (is_y)}{\partial y} - \frac{\partial (is_z)}{\partial z})$$

$$= -\frac{\partial p_{xx}}{\partial x} - \frac{\partial p_{xy}}{\partial y} - \frac{\partial p_{xz}}{\partial z} - \frac{\partial b_x}{\partial l}, \quad \dots = -\frac{\partial s_x}{\partial x} - \frac{\partial s_y}{\partial y} - \frac{\partial s_z}{\partial z}$$

$$x = -h_x h_x + \frac{1}{2} (h_x^2 + h_y^2 + h_z^2)$$

$$= -e_x e_x + \frac{1}{2} (e_x^2 + e_y^2 + e_z^2)$$

$$p_{xy} = -h_x h_y, \quad p_{xz} = -h_x h_z, \quad p_{yz} = -h_y h_z$$

$$= -e_x e_x, \quad = -e_y e_y, \quad = -e_z e_z$$

$$E = mc^2$$

(Just a matter of Relativity)

- WBTB-CHARLOTTE IS FIRST TV MARKET IN ENTIRE SOUTHEAST WITH 595,200 TV HOMES*
- WBTB DELIVERS 43% MORE TELEVISION HOMES THAN CHARLOTTE STATION "B"***

*Television Magazine—January 1960

**NCS #3



JEFFERSON STANDARD BROADCASTING COMPANY

WBTB

CHANNEL 3  CHARLOTTE

Represented nationally by CBS Television Spot Sales

LET'S COMPARE MARKETS!

WBTB-CHARLOTTE	595,200
ATLANTA	571,500
MEMPHIS	483,800
LOUISVILLE	459,000
MIAMI	434,900
BIRMINGHAM	425,100
NEW ORLEANS	381,900
NASHVILLE	344,400
NORFOLK-PORTSMOUTH	336,700
RICHMOND	271,000

How Is Hershey Doing — Without Advertising?

By LAWRENCE M. HUGHES
Senior Editor

This question may require several answers, and even more explanations.

Answer No. 1: By the company's own standards of sales and solvency, today's heads of 65-year-old Hershey Chocolate Corp., of Hershey, Pa., find it doing well.

Three years ago Hershey was said to sell one-third of all chocolate and cocoa products consumed in the U.S., and 40% of all such products used around the world. Today, John James Gallagher, chairman, and Samuel Forry Hinkle, president, say, "Our market penetration's greater than ever."

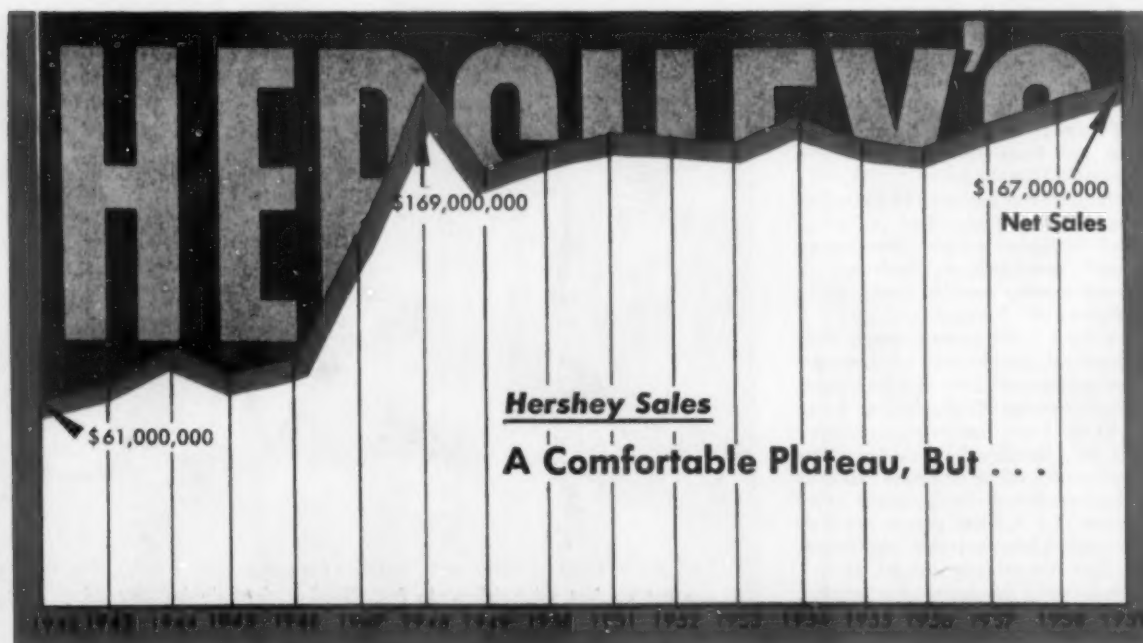
This doesn't prove that chocolate is a "growth industry." In the last six years Hershey's volume rose less than 12.5%, from \$148.7 million to \$167.3 million. Yet, despite diets and other deterrents, we Americans last year bought \$1 billion worth of many types of candy, and, per capita, consumed 18½ pounds of it.

Even of these pounds, Hershey got no lion's share. And in addition to 11 candies (largely milk chocolate and almond bars), Hershey's sales total included five lines of groceries (baking chocolate, cocoa, etc.) and six types of products (from chocolate coatings

to cocoa butter) for confectionery, bakery, ice cream and other industries. Foreign markets also contributed —though modestly.

Answer No. 2: In fact, by contrast with some other sweets purveyors, Hershey's sales would seem to be doing badly.

In a pictograph on "The Power of Advertising," August 7, 1959, SM showed that, between 1951 and 1958, Hershey's sales expanded 7%, while sales of another confectioner, American Chicle Co. (\$64 million), in 1958 soared 68%. In this period Hershey's





How is Hershey Doing — Without Advertising? (continued)

per-share earnings climbed 46%, while Chicle's went up 102%.

Both companies sell low-price items; have proportionately low labor costs; but both may be subject to widely varying prices of raw materials. "The striking difference," SM found, is that "American Chicle aggressively promotes its growing product line by every type of advertising."

In 1959 Hershey's sales gained less than 2%. Chicle's pushed ahead 7%. Though Hershey's 20% earnings growth in 1959 was double Chicle's, its 9% earnings-to-sales ratio still was only two-thirds of Chicle's more than 13%.

Answer No. 3: But along with chocolate products, Hershey also manages to make a lot of money.

Two visits to Chocolatetown, a dozen years apart, spur familiar comparisons—and some sharp contrasts. Between 1947 and 1959, net profit was almost unchanged—around \$15 million. Sales rose less than 39%. But this financially strong outfit had become almost spectacularly solvent:

Current ratio of assets to liabilities had soared from 3½-to-1 to nearly 12-to-1—probably a record among larger manufacturers. (Hershey has no long-term debt.)

With retirement of a preferred issue, capital stock outstanding had been cut from \$13.3 million to a nominal \$4.2 million.

Though total assets in 12 years had expanded only from \$59.3 million to \$86.7 million (after depreciating "plant" two-thirds in both years), earned surplus trebled—from \$25.2 million to \$75.7 million.

In their 1959 annual report Gallagher and Hinkle told of increased earnings from \$5.25 to \$6.35 a share and of boosting dividends from \$3.15 to \$3.40. Over the years, Gallagher tells SM, Hershey has "declared" an average 60%. (The company failed to make a profit only in one year.)

Some 2.4 million shares are outstanding. Listed on the Big Board, Hershey stays steady around 81.

So benefits the cause of education. Though Hershey Chocolate has more than 8,000 stockholders, 70% of the

shares are owned, through Hershey Trust Co., by the nearby Milton Hershey School for 1,200 orphan boys. The school is now observing its 50th year.

(Philanthropist Milton Snavely Hershey—who was not an orphan—did not worry about orphan girls: "Relatives or outsiders will take care of them. Girls are useful in the house. Boys, however, are looked upon as somewhat of a nuisance.")

Twelve years ago the school was "worth" \$60 million. Today, with the combined value of all outstanding shares at \$189.6 million, the school owns about \$133 million of Hershey Chocolate stock—or \$111,000 per orphan boy.

This may not be conventional "statementing": But for the boys' sake, add the earned surplus to the "value" of the shares, and then subtract the \$6.4 million current liabilities. (Federal income tax has been provided for.) The chocolate corporation comes out with some \$259 mil-

lion, and the school's stake in it is \$181 million—or \$151,000 per boy.

Answer No. 4: Compare Hershey's trends with those of all major manufacturers in the five years that Fortune has ranked the 500 largest:

Hershey started at No. 197 in both sales and profits. By 1958 (the list for 1959 is not yet available) it had dropped to No. 245 in sales, but had risen to No. 148 in profits.

And in percent of profit to invested capital, in 1948 Hershey ranked 46th among all 500. It was far above such food giants as Swift, Armour, National Dairy, Borden, General Mills, Ralston Purina, Pillsbury and Campbell Soup—as well as fellow confectioner Wm. Wrigley Jr. It nosed out such strong companies as General Foods, Corn Products, Foremost Dairies.

In fact, among all 500, the only food producers to give their owners a higher return were these seven: American Home Products (partly in food) was No. 1; Pepsi-Cola (a light

Chocolate Town...

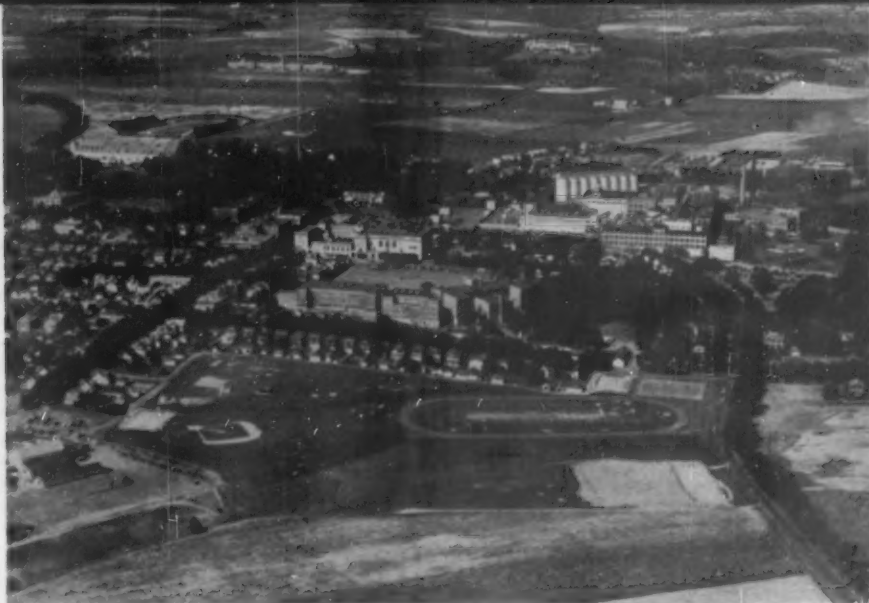
HERSHEY'S MINT CHOCOLATE

HERSHEY'S

NOW IN 10¢ BAGS AND 25 lb. BULK

NOT ANTI-ADVERTISING—Present Hershey executives wish it to be clear that they are not against advertising. In fact, Hershey does do industry advertising in

For his people, founder Hershey erected an "ideal" town in the cornfields 13 miles east of Harrisburg. To them and the growing annual horde of visitors he gave a garden of 94,000 rose bushes; a Community Building with theaters, library, dining room, games, etc. He built an amusement park, big swimming pool, a sports arena for 8,000 and a stadium for 15,000. He donated four golf courses, the Hershey Hotel, Cocoa Inn, etc.



The view of rolling hillsides was lovely. But some could see only planned paternalism. Some called

In late 1933 Fortune writers came to town and, without talking to Milton Hershey, did a piece for the January 1934 issue called "Mr. Hershey Gives Away His Fortune." The Founder felt he emerged from it "not much better than a robber baron." He disliked having the town's aroma labeled "chocolate stink," and he seemed especially irked at the line under a picture of Hotel Hershey: "A Pennsylvania Dutch idea of Moorish magnificence."

And yet this product which Milton Hershey managed to "monopolize" has been a favorite for four centuries.

[illegible]

publications for various fields (above); but, aside from this, P-O-P displays, co-op for retailers, Hershey has no immediate plans for large-scale campaigns.

Let Kids Build Your Corporate Image

Remember those solid blocks of balsam wood that kids were expected to carve into scale models of the China Clipper and the P-39? No one but a budding Michelangelo ever succeeded because half the time the plans were missing, or there wasn't enough glue, or the kid's mother stopped the whole show in fear of razor-cut fingers.

If you do remember this, you're strictly from Quaintsville to the modern youth of America and its 1960 molded plastic, authentic, precision, several-thousand-part, atomic-reactor-power-plant kit.

Scale models and kits represent big business today, and business that's still growing. A recent survey disclosed that there were 23 million plastic model builders in the U.S. Monsanto's "Family Opinion Poll" revealed that 90% of all boys between the ages of 8 and 15 build plastic models, as do 26% of the males 21 and over. The science and hobby industry has grown from about \$40 million in 1940 to an estimated \$500 million today.

The world's largest and still rapidly growing company

in this field is Revell, Inc., of Venice, Cal. Revell's sales have zoomed from \$1 million to \$17 million in less than 10 years. And with 150,000 outlets in the U.S. and distribution in 78 foreign countries, the company is set up to continue its healthy growth.

Revell misses no tricks. The firm goes after what might be called offbeat markets by engaging in tie-ins with companies of other industries that use models for sales promotion, institutional public relations, demonstration and other purposes. Many large companies pay for the privilege of having their planes, ships, trucks, or plants used as Revell models. Revell's reputation for authenticity and precision has filled its catalogue with dozens of company names.

The firm's founder and president, Lewis H. Glaser, confesses that when it comes to ideas for new models in this atomic-missile-jet age, "We suffer from an embarrassment of riches. It costs up to \$150,000 to make a die for a new item, but we have to maintain our position—and the public always wants something new."



707 JET FLAGSHIP

ONLY \$700 PREPAID
Completely assembled \$5.00 (postpaid)

Full color images on other side and mail in envelope. Enclose Check, Cash or Money Order (\$1.00 Extra for Mailing Outside U.S.A.)

Revell AUTHENTIC KIT
Easy To Assemble—Lots Of Fun

TO SKYWAY MODELS, Dept. AA
P.O. Box 25782, Los Angeles 25, Calif.

Please forward the following American Airlines kits. Return prepaid.

No. 1	Unassembled 707 Kits @ \$1 each (Total Cost)
No. 2	Assembled 707 Models @ \$5 each (Total Cost)
No. 3	Unassembled Electra Kits @ \$1 each (Total Cost)
No. 4	Assembled Electra Models @ \$5 each (Total Cost)

\$1.00 Extra for Mailing Outside U.S.A. TOTAL

Check ☐ Cash ☐ Money Order ☐ Enclosed ☐

PLEASE PRINT

Sent To _____

Street & No. _____

City _____ Zone _____ State _____

A 707 by Mail

Each week nearly 2,500 American Airlines travelers use this card to order a kit (at \$1) or an assembled model (\$5) of an American Airlines jet-powered 707 flagship. Cards are included in the flight packets at all seats.

As shown on the card's order blank, orders are sent to Skyway Models in Los Angeles—which means that shipment is made from the Revell model makers in Venice, Cal. The idea behind the offer is that many passengers like to have souvenirs of their flight.

'Large Economy' and 'Personal' Models

Revell, the model maker, and Fairchild, the aircraft builder have teamed up for some gratifying sideline "plus" sales of the popular F-27 model through other than usual channels.

The airlines flying the F-27 have put the kits on sale at airport terminals and have offered them for sale in seat-kit folders. Sales of more than 3,000 kits can be traced to this source.

Inside each package is a coupon which enables the model builder to obtain decals from each of seven lines that fly the F-27. Fairchild provided each airline with 10,000 decals with each line's own logotype. The lines were swamped with thousands of requests. Valuable mailing lists were compiled for other promotional uses.

Squeezing every ounce of benefit

from the model tie-in, Fairchild went still further with its "Two Convenient Sizes" ad. Appearing in such publications as The Wall Street Journal, Business Week, The New Yorker, and Dun's Review & Modern Industry, it brought "a truly amazing response."

The ad copy stresses the virtues of the "Large Economy Model" ("300 mph speed . . . modern design . . . easy maintenance . . ." and so on); and the virtues of the "Handy Personal Model, superbly styled by master model-maker Revell from authentic Fairchild blueprints. . ."

Response, which came from presidents of major corporations, produced leads for "Economy" and "Personal" models.



NOW! TWO CONVENIENT SIZES...
Large Economy Model at \$29.95
Handy Personal Model at \$5



Revell's new Fairchild F-27 model is a truly amazing response to the "Two Convenient Sizes" ad. It's the only model that's both a "Large Economy Model" and a "Handy Personal Model." It's the only model that's both a "Large Economy Model" and a "Handy Personal Model." It's the only model that's both a "Large Economy Model" and a "Handy Personal Model."

FAIRCHILD F-27

REVELL'S NEW AND EXCLUSIVE CONSTRUCTION—AUTHENTIC BLUEPRINTS



Westinghouse Atomic Electric Power Plant

World's first scale model, plastic, hobby kit of a typical atomic electric generator station is being examined (above) by Dr. William E. Shoupp and George Gail, 12-year-old, seventh-grade student from Mt. Lebanon, Pa. The kit, built by Revell, was placed on the market in late 1959. The completed model reveals all details of interior and exterior, including the reactor, steam generator, pumps, turbine generator, transformers, and transmission lines and tower.

Westinghouse is cashing in on the promotional value of the kit in many ways—all of which add up to the firm's goal of making its name "synonymous with atomic energy."

The company has displayed the kit at a board meeting, and Westinghouse plants have bought 1,700 kits for distribution to high school science teachers, clubs and other groups. Six states have bought it for school use. The AEC is sending out 25,000 leaflets on the kit for schools. Models have been displayed at the Moscow Fair and at Tunis.

Global Tractor and Trailer

Searching for something imaginative to supplement its advertising, and also serve as an ice-breaker for salesmen when calling on prospects, Global Van Lines, Los Angeles, Cal., seized upon a model kit of its van tractor and trailer.

Another model by Revell, the kit is authentic at HO scale. Global has tied the model into its advertising, offering a \$1-kit with a coupon from ads in Life and other media.



THE 10 BIGGEST MISTAKES EXECUTIVES MAKE

Ignoring the Human Factor in Pay Plans

By DON H. SCOTT
Don Scott Associates

Scene: Board of Directors meeting, XYZ Company, November 1960.

President's report: "... and gentlemen, we've had a big year. In appreciation, I propose we divide six hundred thousand dollars among our personnel to show them what a fine job they've done."

If the board approves this (and they probably will), they'll be helping the president scramble to the top of the list of great mistake makers.

What does the above \$600,000 do for the company? Does it buy morale? Additional production? Happier employees? ... We would like to think it could do these things, but it has a greater chance of doing just the opposite. Let's suppose, for instance, that after this bonus is distributed, the following year is a poor one. Now the employees expect, and what's worse, depend upon, this bonus. They are planning on it. Their Christmas hopes all hinge on the extra money, and they don't get it. Where is the morale, happier employees, extra production?

Or let's suppose 1961 is a good year and the bonus is distributed again. Morale? Happiness? Extra production? Not so, they expect it. It is their rightful due and that is why they have stayed with the firm up to this point. Furthermore—"Who dreamed up the distribution system anyway? Why didn't I get a bigger share? Shows what they think of me. I'll start looking for a job where they know my value."

And, as a matter of fact, the greatest turnover of personnel in "bonus companies" occurs right after it is given out each year.

Here's another situation: Wilton Laufer is responsible for deliveries. He's not very efficient but he works hard. He's been with the company for 15 years and, let's face it, he's not going anywhere from this job. Poor Wilton simply hasn't got it. The manager gives Wilton a raise. Why? Well, everybody is getting one.

Now you may say that Wilton shouldn't get a raise. But Wiltons are getting raises every day all over the country. Wilton is convinced that he's doing a fine job. Why else would he get raises? Other employees wonder what kind of outfit they are working for because any bumblehead could see that this guy is a liability. When raises are handed out they don't mean much, because if Wilton is getting one, we ought to send the competition a check too. Result: Wilton doesn't improve, and everyone else starts to slip. The economic side of management power has been dissipated.

When you get right down to it, there are only three ways management can influence personnel—(1) economically, (2) psychologically, (3) socially.

Another way to put it is that "Good human relations is the medium for effecting the satisfaction of economic, social, and psychological wants of personnel, with the objective of increasing productivity."

As in any other business arrangement, you give something to get something. It's a trade. People work for certain satisfactions. No one could deny that the greater producer should get the greater rewards. Rewards, then, represent a power of management to get the job done.

Many times, these days, it appears to management that its prerogative for making this trade is usurped. For instance, in the case of union personnel it appears that payment is being made as a result of bargaining and not as a result of individual effort. Whereas this is true to a large degree, the principle of good human relations still applies. It merely applies collectively instead of individually.

As a matter of fact, the principle of good human relations seems to apply more when unions are involved than when they are not. The deal is more open, and the bargaining is two-sided. If the manager had employed this logical approach in the first place, there probably wouldn't be any labor unions today.

► Where unions have been honest and truly represented their constituents, both management and labor have benefited by give and take or "collective bargaining."

But let's look at the sales manager's problem.

It has been rightfully said that no perfect way has been found to compensate salesmen. You don't do it with commission or salary, or both; bonuses, or secretaries, or automobiles, or promotion, or kind words, or—you name it. Actually, the principles of compensation for salesmen are the same as for any other job. They start with your objective. What are you trying to accomplish? Do you want the salesman to stay with you as a salesman forever? If so, commissions may be your answer. Do you want to draw on your sales force for future management? Then don't rely solely on commission. First thing you know, your top salesman will be making more than his boss and even though he has what it takes to be in the next spot, he won't want to give up the income.

Do you want to sell more and still be able to promote from within? (We like this.) Then develop a form of incentive that gives the salesman more money for more sales, over and above salary (salary is necessary for stability and company loyalty), but give his boss a financial piece of his success.



Another factor is "improvement." Put your salesman in the spot of having to increase sales every year in order to make more money. The greatest enemy of the sales department is lethargy.

One of our greatest businesses today has itself in the all-time bind because of salesman-compensation habits. Insurance companies have placed themselves in an intolerable position with their commission system. Turnover in the first few years of beginning salesmen is often over 75%. When they are asked, "Why don't you change it?" they reply, "Our competition won't change it and if we pay a salary during the development period of a salesman, other companies will steal him as soon as he gets good enough to earn commissions over what we would pay in salary." Obviously, back when insurance companies first started, commissions looked awfully good to the manager who didn't want to "load his payroll."

► The real trouble with poor remuneration habits is that they are so hard to get out of. Once you get benevolent, you are in for it. You don't do anything for the employee either. When his efforts are not commensurate with his pay, he is in a spot that he can't get out of. If he changes jobs he could never get as much doing the same work. He isn't trained for anything else. I know of men who would have made good managers and been worth far more today (and been much happier) if they hadn't fallen for the commission routine and the "big money" a few years back.

Then how should you compensate employees? Let's go back to the splitting up of the \$600,000. We would split it up, too, but under very definite criteria. For instance, we would like it to be proportioned in accordance with the individual's contribution to success. But this is not enough. The individual must have a way of measuring this success himself and must be positive that it is fair and without prejudice. He must know these things in advance so he can contribute to the best of his ability and have a measure of how he is doing from the very start. Without a system that ensures such comprehension, I would much rather throw the money into the street.

Where accurate measurement is impractical or impossible, contribute the money to a company cafeteria or some other form of improvement that makes your firm a little better place to work than the next one. Where a bonus will very often give rise to hard feelings, a cafeteria has no personal significance.

Some may say that if the \$600,000 were put into raises, a gain would be made. Not so. Again, without a way to measure performance exactly, who says who is to get what. You may say that, as the boss, you are. Then you are the

man for whom this article is written. I wouldn't want to inherit your situation. Until you can measure performance within a given job, no raise means much. When you start measuring financial worth of one job against another when they fall into different categories, you are really looking for a morale problem.

When it gets right down to remuneration, work out the details of any given job. Describe it fully. Determine the qualifications of the person you want for the job and take into consideration promotion possibilities and other future needs. Look at competition and local market. Estimate possible job expansion and leave room for raises as the employee grows. Two things will cost you money: **creativity** connected with the job and the **responsibility load**. As each grows, be prepared to pay more. Do not pay more because you happen to have it.

Furthermore, do not pay less than a job is worth to you merely because competition or local companies do. Good employees are the best investment you can make. You can't grow any faster than your employees can grow.

Here's a good way to condition your thinking: Pay money for what you want done in the future, not for what has been done. If you want to reward a job well done, do it only if that reward serves as a lesson which encourages everyone to do a job well. What has happened is past. Your success now depends on your ability to get the job done tomorrow and the day after.

Don't worry about how much an employee makes, providing . . .

1. You leave some room for future dealings with him (future raises, incentives, etc.).
2. You don't upset the morale of other personnel.
3. You get better employees than your competition's. (You stay in business this way.)
4. You get the job done. ♦

NEXT ISSUE

Mistake No. 7

"Failure to Develop People"

RECI PR

Dangerous Selling Tool

Call it "reciprocity" or "trade relations" or "back-scratching," but the old high-explosive practice of "you sell to me, I'll sell to you" is even more dangerous than ever—and it's growing fast.

"We got the order — \$250,000 worth." The sales v-p smiled, and added: "The steel company decided not to take bids on its big modernization job. Their president and I negotiated the sale personally."

"But," commented the visitor, "there's a lot of competition in this field. At least a dozen companies would have bid for that job. With closed bidding, there'd have been a lot of pencil sharpening. That equipment contract would have gone for about \$200,000."

"Sure," said the v-p. "And the company that got it wouldn't have made a dime. But we're one of the steel company's best customers. We buy several millions' worth a year. When we heard they were going to modernize, we just reminded their management—very firmly—that we're damn good customers. They decided to keep it that way, and we made a big sale without having to cut prices."

► The sales v-p got the order, thanks to trade reciprocity—a controversial and dangerous selling tool. And its use is spreading fast.

It's nothing new—this old mutual back-scratching practice of "you sell to me and I'll sell to you." It was born with the beginning of competition. But, today, Sales Management's investigations disclose, a record number of companies are employing reciprocal selling as a tool for increasing sales, acquiring new customers, expanding share of market.

A nucleus of large diversified companies even employ entire "trade relations departments" as a means of using their vast corporate buying

power to "encourage" their suppliers to buy their products. Many other companies, of all sizes, in most industries, are actively investigating the various forms of reciprocal selling.

Why should reciprocity be growing at this time? It has not changed in manner or form. To the hardened businessman it continues to mean more sales, a convenient way to get new business and hold on to old customers. To its critics, reciprocity is still a Frankenstein creation which all too easily becomes an unethical black-mailish club—but at times turns savagely against the company which harbors it.

Reciprocal selling is growing for these reasons:

Many companies turned to reciprocity during the recession of 1958 to prop up sagging sales curves. A number intended to abandon the practice when business got better, but few were able to break the habit. Since then, these companies have forced others into expanded reciprocal operations through example and by means of competitive pressures.

The trend to diversification, too, naturally stimulates the growth of reciprocity. The more lines a company makes, the more opportunities it has for engaging in reciprocal deals.

Finally, heightened competitive pressures, from both here and abroad, have led many companies to seek markets "sewn up" by reciprocity.

Many Varieties in Use

Reciprocity is a broad term. Clas-

RECIPROCITY: A Weapon in a Giant's Hand

A very well known, diversified corporate giant expects to double its present sales within a decade by the use of reciprocity as a deliberate sales tool.

About a year ago, this company made a top management decision to adopt reciprocity and to refine its use to a high degree. Initially, this reciprocal trade program met the opposition of many sales executives, of hyper-ethical divisional executives, and of not-so-ethical division people who hesitated to lose control of secret information by sharing it with central headquarters.

The company is now setting up a "trade relations department," reporting to a corporate vice president. The department, which works hand in hand with the corporate marketing department, has these functions:

- All purchasing has been consolidated at company headquarters. Small purchase orders are still handled by divisional purchasing agents in the field, but orders of any significant size are put through headquarters. This enables the company to obtain volume discounts and to "create" the big orders that put teeth into reciprocity.

OCITY

Winning New Users!

sically, it means "We'll buy from you if you'll buy from us." But in reality it is a crazy quilt made up of shades of meaning, degrees of use, wide varieties of attitudes. When combined, the private comments of many sales managers yield a pretty good picture of the most popular types of reciprocal selling today:

- "We don't have a company policy on reciprocity. We just have some old friends that we've done business with for years. We wouldn't think of not buying from them if at all possible, and vice versa. We like them and they like us. This is good, solid, friendly business—about 25% of our volume."
- "We've never used reciprocity, and we never will. It's nothing more than a crutch. In the long run, it works against the seller. It kills the initiative of the salesmen and reduces them to mere ordertakers."
- "Our company recognizes reciprocity as a deliberate sales tool. Our pol-

icy is to practice it whenever it seems advantageous and legal to do so. Our company is large and diversified; we sell thousands of products. It would be foolish to ignore our tremendous buying power."

- "We use reciprocity only at a top management level. Our president and I [a sales v-p] visit the executives of good supplier companies when we know they are planning expansion or modernization, or otherwise are in a position to place a large order with us. Something like this comes up every couple of months, and we usually make a sale."
- "We don't like reciprocity, but we have to use it. Our competitors do it, and thus we're sort of forced to try to sell to our suppliers; if we don't, our competition will. On the other hand, our customers expect us to buy from them because our competition does. We are just caught up in it."
- "In the recession we started send-

ing our salesmen quarterly reports telling them who our good suppliers were. Our salesmen don't use this information as a club, but just to get on the buyer's list of accepted suppliers. This has paid off for us, and we plan to continue it."

It is obvious, then, that reciprocity is no black-or-white matter:

In the company that sells one or two lines of products, reciprocity usually becomes a casual arrangement with suppliers and customers. The company handles reciprocal buying and selling informally, without spelled-out policies or specific procedures. Usually this company's line of products is of limited use to its suppliers; and it has small demand for its customer's products. When a rare large-volume sale is about to be made to a supplier, it becomes a big reciprocal deal made by top management.

On the other hand, the big, diversified company that uses reciprocity usually has it down to a science. It has a powerful tool in its vast buying power, and the diversity of lines almost guarantees that at least one of its products can be used by nearly every supplier. The very size of the reciprocal operation usually leads to the formation of a coordinating body, generally the "trade relations" department.

The function of a trade relations department is to: keep records of all company buying; forward information on suppliers to sales chiefs at regular intervals; co-ordinate purchasing to create as many big-volume orders as possible; keep the reciprocity operation within the fringes of the law; keep track of pertinent operations of suppliers and competitors; and make sure that all reciprocal trade is carried on quietly and without notice.

Hidden Dangers Abound

While reciprocity offers a number of concrete advantages, its dangers are

• Divisional sales executives are regularly informed of the names and sales volume of the company's suppliers.

• A top-secret corporate executive file is maintained. This file shows, among other things, every contact—personal or business—that a corporate or divisional executive has with executives of customers and prospects. These "friendly contacts" are used to help influence big orders or new business.

• A special "competitors file" is kept on all information from the field about competitors. This includes scraps of information about the competitors' suppliers and customers, and the products and dollar volume involved. This often proves to be valuable trade intelligence.

• The entire operation is kept secret and within the law. Security men insure that nothing that could possibly damage the company is put in writing. Lawyers keep constant check on the legality of all phases of this "trade relations" operation.

• When in full operation, the department will make sure that no significant order is placed before the various possible sources of supply have been examined to determine which holds the most promise for the sales departments in any and all divisions.

RECIPROCITY

(continued)

many. And, of the great number of companies now showing new interest in the practice, many may be burned through carelessness or malpractice. Lured by the bonanza seemingly offered by reciprocity, a company can all too easily carry it beyond the bounds of good sense, sound ethics, or even the limits of the Law.

Perhaps the greatest danger is to the small- or medium-size company that allows itself to be drawn into reciprocal deals with larger suppliers or customers. Often control is soon out of the hands of the company which becomes subject to and confined by the procedures of the bigger companies.

But the giant, although less likely to be hurt in reciprocal deals with other companies, is still vulnerable. A big, well-known company is a good target; and any indiscretion in the use of reciprocity is a wide-open invitation to attack from competitors, the Government, and the public.

More specifically, here are a few of the pitfalls awaiting all but the most sophisticated users of reciprocity:

1. The legal danger. Although reciprocity is not defined as illegal *per se*, it has been considered a violation of the Sherman Act and the Clayton Act. It can, in its various forms, be construed as a conspiracy in restraint of trade, unilateral activity to establish a monopoly, or just restraint of trade.

2. The creation of "false markets." A marketer who is over his head in

reciprocity, particularly in deals with larger companies, is skating on very thin ice. In the event of a change in the trade wind, he could lose a large share of his business. A big-company customer can suddenly decide to demand a lower price or even buy elsewhere. The result could be disastrous.

3. The creation of a false sense of security. The company that relies on comfortable reciprocal deals for a large share of its business is side-stepping the free-wheeling competition of the market place. It could well fall behind in marketing innovation as well as engineering and production know-how.

4. The difficulty in obtaining new customers. A heavy user of reciprocity sometimes discovers that he can't get new customers because they have been forced to tie in tightly with his competitors. Also, he frequently can't offer them a reciprocal deal because he is tied in with one of their competitors. And, ironically, by approaching a prospective customer with a reciprocity deal, a company can give the impression that it's in dire need of new business.

5. The inflation of selling costs. If reciprocity gets too deeply entrenched, it sometimes forces a company's purchasing agent to buy at a higher price, just because the supplier is a very good customer. The added cost of the purchase may be tagged as a selling expense.

6. The burden on executive time. In some reciprocal deals, top management has to attend to every detail of the reciprocal buying and selling arrangement. In others, the overhead of an entire trade relations department

is charged as a selling expense.

7. The growing hostility of purchasing agents. PA's, long tolerant of reciprocity, now show signs of rebelling against it. They feel that trade deals usurp their authority and negate the importance of their standard criteria for picking suppliers. When a PA has the desire and power to do so, he can go out of his way to embarrass and destroy business of a company that forces reciprocity down his throat.

8. The damaging of corporate name. Although the very big companies enjoy an enormous advantage in reciprocal dealing, they can be harmed. And, they can be harmed where it hurts the most. They usually are immune to retaliation from a smaller firm on which they force a reciprocal deal, but publicity can even the score. The large companies in particular have a public corporate responsibility, which, if abdicated, can result in damaging publicity.

In spite of these pitfalls, reciprocal selling is in wide use. It grew up with our basic industries—steel, oil, rail transport, meatpacking, chemicals, machinery. Today it can be recognized in virtually every business and industry. Banks, consulting businesses, other service industries use it. Co-operative advertising, even payola, are first cousins.

Handle with Care

As reciprocal selling becomes such a common practice, there is bound to be trouble ahead for the inexperienced or the careless practitioner. Management consultants warn that reciprocity is a high-powered, high-level sales tool—that it should be recognized and used as such. A distillation of the advice of several management consultants reads like this:

- Avoid reciprocity, if you can. Don't initiate it. The best policy is to sell and buy on product quality, price, service, delivery, and the other standard criteria. If you are forced into it, at least always be awake to its dangers.
- Before you adopt it, look into the future. Project what the long-range results will be—how reciprocity will affect relationships with your suppliers, your customers, your prospective customers and suppliers, your competitors. These relationships can get very sticky. Once in them, a company finds it almost impossible to pull out.
- Make a top management decision. A company can make a mistake by gradually adopting reciprocal deals without a planned policy decision to do so. Once the decision to go ahead

This Year's "Survey" to Be Published July 10

To the world of marketing, May 10 has become almost as outstanding on the calendar as July 4 is for all citizens. The date is almost as well known as the issue for which it stands—Sales Management's Survey of Buying Power.

This year the issue date will be July 10.

The May 10 date could have been maintained, with a further up-dating of our estimates, but it would have meant continuing the use of the 1954 Census of Retail Sales as the benchmark. Last year the Government made a business census for the year 1958, but final revised returns have been delayed by Washington.

The editors believe that subscribers would rather wait another two months and get retail sales estimates for 1959 projected from the new 1958 base than have us work from the 1954 base; and so July 10 has been selected as the issue date.

The Editors
Sales Management



**DURING THE
FIRST QUARTER,
POST ADVERTISING
REVENUE SPROUTED
A \$3½ MILLION
GAIN OVER THE
SAME PERIOD
LAST YEAR.**

**APRIL
BUSTED OUT
ALL OVER WITH
A BLOOMING
\$13 MILLION IN
REVENUE-THE
BIGGEST APRIL
IN POST HISTORY!**

**BUSINESS
ON THE BOOKS
FOR THE FIRST
HALF SHOT UP
\$9 MILLION OVER
THE SAME '59
PERIOD. PAGES
ARE UP 148-
A 10.9% GAIN!**

EVERYTHING'S COMING UP ROSEY!

Don't let any grass grow under your feet! Join the 138 new advertisers who have blossomed out in the pages of the Post this year. Special spring bouquet: Post circulation just pushed to a record 6,450,000* with the March 26 issue!

*Publisher's Estimate



is made, policies and practices should be carefully defined.

- Strike a middle course. Restrict the use of reciprocity to opening prospects' doors and to getting on approved lists of suppliers. Never rely on it to sell your products. It's okay to tell your salesman to remind a purchasing agent—just once—that your company buys a certain amount from his company. If the buyer is aware of this fact and "all other things are equal," you'll probably get the order. But, to use reciprocity as a threat can be very unwise.

- Keep your purchasing department informed. If your company has decided to use reciprocity, be sure your purchasing influences know who your customers are. It would be quite embarrassing if your PA didn't try to favor one of your good customers after your company was committed to a policy of reciprocity.

- Be careful of "friendly" reciprocal deals. Even among "old friends," a bilateral buying-and-selling arrangement, if of any size, could be considered a restraint of trade. An unhappy competitor could easily decide to tip off the Federal Trade Commis-

sion and the Justice Department.

It Can Be Sold Against

Whether or not a company practices reciprocity, it sometimes has to face the problem of how to sell against it.

Here is a 3-step plan which, although far from totally effective, at least offers some hope to the salesman.

1. Identify the problem. When a salesman finds that he is continually butting his head against a stone wall in trying to sell to a company that is a logical customer, reciprocity should be suspected. The salesman, knowing the prospect's needs and his present supplier, can usually discover if that supplier might be a logical user of the prospect's product. If so, reciprocity is a safe bet.

Sometimes the salesman must look a little deeper to find either a triangular deal (whereby A pressures B, a supplier, to buy from C, a customer) or a chain deal (whereby A pressures a supplier to pressure its suppliers to pressure one or more of their suppliers to buy from A).

2. If reciprocal dealing is found to be the cause of the trouble, it must

be determined to what degree it exists. In many cases, it can be seen that the reciprocity is nothing but a token deal. For example, a paper company might be the only maker of a type of paper used extensively by a manufacturer of business forms. The paper company might buy its business forms from its customer, but whether it did or not would really make very little difference to the form company's sales. In such cases, the salesman for a rival form maker might win out simply by pointing this fact out to the PA, provided of course that he is selling a superior product.

3. If the salesman finds a more extensive reciprocal deal in force, he still has one hope, again provided his product is superior. It is often possible to bypass the PA, who would not dare violate the instructions of his superiors, and arrange a meeting between executives in the prospect company and high officials in the salesman's company.

If his product is truly superior to the one being bought reciprocally, such a meeting might well result in the prospect's realizing that reciprocity is, in the long run, doing more harm than good. ♦

RELOCATING COMPANY PERSONNEL?

One move or many, when it comes to moving company families anywhere in the world, your local Atlas Agent offers these 3 substantial benefits:



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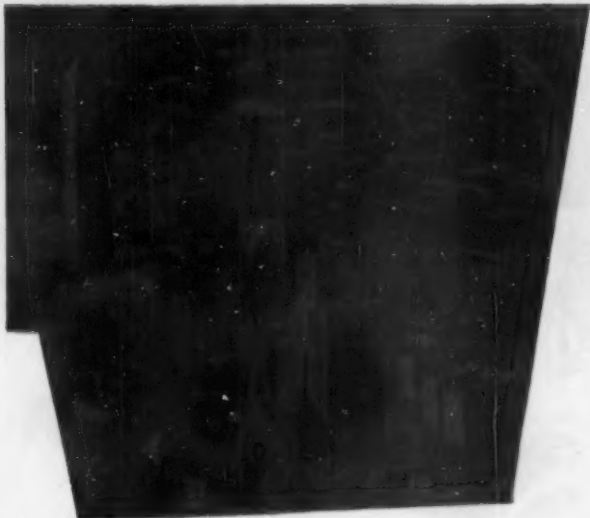


- He relieves you of many details, works efficiently within your departmental methods.
- His service is economical, your high cost of transferring personnel goes down.
- His service improves employee morale during a trying time.

Your Local Atlas Agent... he's listed in the yellow pages of your phone book

ATLAS VAN-LINES, INC.

General Offices: Evansville, Indiana • single line and nationwide • moving • storage



First jet-powered
service to Chicago

Capital
AIRLINES

originating non-stop daily!

General Outdoor



General Outdoor Non-Stop Advertising tells Twin-Cities how to get to Chicago Fast!

When Capital Airlines launched its new Twin-Cities travel route to Chicago, every Twin-Citizen of Minneapolis-St. Paul knew it. They couldn't turn a corner without seeing the news flashed across a General Outdoor panel—the first time outdoor has been part of Capital's new route announcement team along with radio and newspaper.

Thanks to GOA impact—*this* story was really put across to two cities! The results? They're impres-

sive! Within a week after the new flights were launched, load factors rated "a success." And traffic kept right on growing. Capital gives a substantial part of the credit to its super-saturation showing on outdoor—jet powered selling GOA-style!

The Capital Airlines story is just another example proving that in one market or in many markets, General Outdoor Advertising is a primary medium.



Covers 1800 Leading Cities
and Towns

General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

Sales Management May 20, 1960 45



Main Street cash register ringers!

The best cash register ringers for Main Street merchants today are often farmers... buying more in supermarkets for bigger families, more hardware, tools, and paints, taking out larger insurance policies, shopping for furniture suites, or kids' bicycles.

Now national advertisers can concentrate on many Main Streets—through the 24 new State and Regional editions of **SUCCESSFUL FARMING**, added pluses to the regular National edition.

They give a powerful local merchandising tool. Opposite any four-color page of "national" advertising, the advertiser can have a facing "local" page tie-in ad, either in black and white or black plus one color, featuring price and listing dealers.

And they offer choices for copy testing, measuring costs of keyed returns, permit advertisers to vary copy to local conditions. Sellers can put more advertising effort in markets where potential is highest, concentrate where sales do, intensify push and drive wherever they wish!

Efficient and economical, the editions have circulations of 68,000 to 600,000,

significant segments of SF's total circulation of 1,300,000, concentrated among the nation's best farmers—and enjoying all of SF's power, prestige, and *influence*... with long life, finer reproduction of product and message.

SUCCESSFUL FARMING farmers are major factors in the country's leading industry, agriculture—plant 58% of the nation's corn, 61% of all oats, 57% of all soybeans, and 46% of all wheat. They are big customers for anything aiding better living or better farm business.

Through 57 years of service, **SUCCESSFUL FARMING** has merited unusual loyalty, respect, and confidence of its readers. And SF farm families are high bracket, with estimated average annual cash farm income of around \$10,000 for more than a decade.

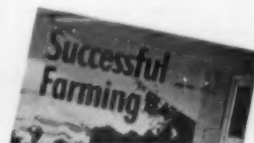
Whether your message is in the SF State and Regionals, the National Edition, or a combination of both, you get the best buying power, brains, and profits!

Full facts, from the nearest SF office.

Meredith of Des Moines... America's biggest publisher of ideas for today's living and tomorrow's plans.

Successful Farming

... Des Moines, New York, Chicago, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.





The Salesman Who Will Make 'Manager'...

... already shows the qualities, in handling today's field job,
that tomorrow's management position will demand of him.

By WILLIAM C. DORR
W. C. Dorr Associates

For all the talk of enlightened manpower programs, there are really only three prime sources from which to draw your sales managers—and none without some danger.

If you hire from the outside, you may get some other-company selling techniques in the bargain—along with a good deal of staff demoralization. If you promote from the staff you can come to grief simply because your man doesn't really understand front-line selling.

The third possibility, moving up the man in the field, can bring you the most inspired sales department your company has ever had—efficient, fast-moving, and profitable. Or it can be a management tragedy—because the field candidate is not necessarily your big-account boy, any more than it is the man who shines at a convention.

► Yet, in almost any organization, a few salesmen are definitely showing management potential in every phase of their sales performance. These men persist in clean selling, with a minimum of confusion or complaints. Their orders come in with pleasing regularity, with volume affected only by seasonal or other industry-wide trends.

What's different about the way they operate? Generally it's a question of going beyond the job expected—in their own work organization, alertness to company interests, special touches in customer servicing. Specifically, here are some of the extras

that mark a salesman as management material:

He works on his sales presentation endlessly. The pattern is never static. It is adjusted to meet each new prospect or customer. Nor can they ever get "set" for him, because, "You never know what that guy will turn up with."

The accurate rebuttal material of the salesman becomes his most valuable sales tool, because it leads to the close. The salesman with complete control over his presentation can aim the interview in the direction he knows is most likely to produce an order.

He sells across the board. To build volume in his open accounts, he consistently adds new items for which he will find new uses. Short-price lines are traded up to the long-profit merchandise that makes for a more satisfying ring on the register. And when an account gripes that the salesman "stuck" him with big-ticket goods, there is no hassle, just a smile that plainly says, "You mean I am a better salesman than you?" This advantage is quickly consolidated with a reselling job of the better merchandise and a reminder of the product attributes that his customer had forgotten to use. Stock is then checked to reveal the real reason—no lower-price items for trade-ups.

He has a nose for new customers. Prospecting is a daily chore, not left

over until Friday afternoon or until a couple of leads come in. He knows that there is a definite ratio between suspects, prospects and customers, and with calls spaced according to account potential, he is able to offset the normal rate of customer casualties and to provide the additional volume for expansion.

Nor does he fight shy of the inactive or "lost" account. He smokes out the trouble, corrects the causes and then has the most loyal of all customers. He realizes that he will be on a treadmill if he loses one customer as fast as he wins another.

He follows a definite pattern of territory coverage. Because his territory is actually a combination of minor markets of varying sales potential, he rates them accordingly. Then he builds that pattern of contacts that will get him into the better units more often than the others. Yet he does not neglect the little markets. They serve both as productive units and as contributors to sales in Main St., Shopping Center and Downtown stores. Mrs. Consumer often buys there because she remembers the line in her local store.

He uses clover leaf, eccentric circle and similar territory coverage patterns to allocate selling time according to minor market sales potentials. Thus he cuts call-back time to a minimum.

He develops a rhythm in account coverage that apportions his contact

selling time to the sales potential of each outlet. When he works a market unit, there is no spotting for orders. Instead, he maintains a systematic coverage of all three types of accounts, active, inactive and prospective. The change of pace needed keeps his presentation sharp.

He gets the 15% of selling time that he needs for promotional purposes by cutting time to a minimum in the minor outlets.

He realizes the value of daily order reports. He knows that no business can be operated without an account-

ing department. So, from the copies of this daily order report, he builds his account and prospect cards. No bunch of old invoices gathers dust in the back of his car.

The comparative entries help him guide his customers' purchases, ward off "stocked" resistances. Soon he hears, "Joe, you know more about the line than I do. See what I need." Thus he reaches the acme of salesmanship—he's buyer for his line in his customer's business.

He services his customers' customers. In addition to the usual

wholesaler orders, he brings in missionary orders from jobbers' retail outlets, especially from those dealers who "have stopped handling your line." On Saturdays, "Big Sale" days and during peak consumer buying, he shows the inside men how. He comes away with consumer reactions that help him strengthen his own salesmanship. As a man from the "factory," he follows up and closes dealers' leads for top-ticket items.

On industrial calls, he never passes up the production floor to check the use of his product. This is where he spots trouble, before it hurts him. This is how he lands a new account.

He picks up checks on past due accounts, knows that receivables, like merchandise, must be turned consistently. He can do a better job than the finest set of collection letters. Besides, he can continue to sell the fringe accounts and so keep competition from cutting in on him. And the credit department will check his orders because they know he will follow through.

He is a field scout for his company. Exposed to the promotional activities of many diversified products, he sends in those ideas that he believes can be adapted to his business. Advertising themes, display ideas, sales stimulators—he sees them all in action and he can check the results.

He keeps abreast of his competition, has a keen eye for the marketing of new products by the opposition. In brief, he is the eyes, ears and nose of his company, sensing trouble long before it reaches management.

But there is one big hill that a salesman has to climb before he can get his foot on the bottom rung of the management ladder. Tough as his field work has been, rough as his accounts can be, all that he has been through will be duck soup compared to what he will experience in his first supervisory work.

To test his ability to impart salesmanship to others, he may have a trainee assigned to him, handling the smaller accounts under his direction. Or, he may be given the supervision of two or three minor territories.

If, after a period of indoctrination, he becomes adept in the art of handling human chemicals, he will make the grade. ♦

For further reading on this subject, reprints are available of an article which appeared in SM, 8/1/52, called, "How to Prepare a Salesman for a Supervisory Job." Price: 10 cents. Write: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.

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**Another year of growth
Makes TROY, N. Y., a
MORE PROFITABLE
PLACE TO ADVERTISE**

Here's Why . . .

- 1—Troy ABC City Zone Population UP 3,900—Now 136,300.
- 2—Effective New Buying Income UP \$22 million—Now \$275 Million.
- 3—Income per household UP \$368—Now \$6,869.

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- 1—City Zone Saturation Coverage is 97 per cent. Total ABC Circ. 47,701. Retail Trade zone (with 254,000 customers in 5 counties) 75 per cent coverage.
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PRINTED AND FILLED BOXES

FOR PREMIUMS, DISPLAYS, "CALLING CARDS", PROMOTIONS

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PLASTIC PRODUCTS

Whatever your need for a miniature and whatever the needed construction, Merry will produce it . . . authentically and inexpensively. Merry's experience in the field is unsurpassed. Shown here are representative miniatures currently being produced. Write today, outlining your project, for a prompt interpretation and quote.

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MERRY MANUFACTURING CO.
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To control your Co-Op Dollars, you need
ACB Audit Service now being used by

spending over

\$16,000,000

*ACB audits are better and
cost less than a company
can do with its own
staff... better because they
are prompt and
accurate... never swamped
by peak loads of
seasonal campaigns.*

ADVERTISING CHECKING BUREAU audits the co-operative advertising of more than 113 leading companies. Due to its unique organization and its complete files ACB can audit co-operative advertising more cheaply than the manufacturer can do the same job with his sales force.

The ACB Co-Op Advertising Audit Service does the job equitably for all concerned. The use of ACB audits is one of the best indication that the provisions of the Robinson-Patman Act are being complied with.

Several co-operative advertisers for whom

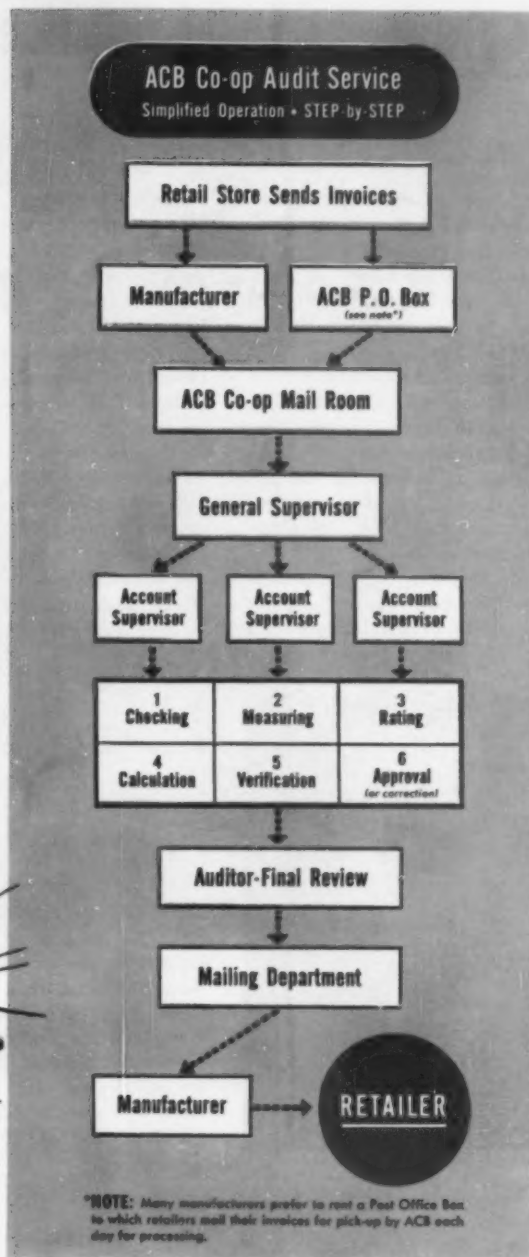
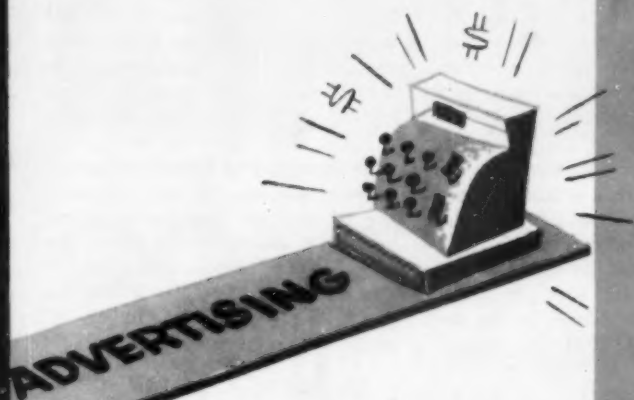


113 Companies

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ACB audits spend upwards of one million dollars a year on co-operative advertising. For a number of manufacturers ACB not only audits but disburses by check the amount its audits show is due each retailer and mails it to him.

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- Cooperative Advertising Audit and Disbursement Services
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Look's Harnett: Promotion is Everything

There isn't a more promotion-minded publication than **Look**. That's so because **Joel Harnett**—"a mean opponent on the tennis court"—is assistant to the publisher and director of promotion, a post to which he was promoted in November 1957. With such a success under his belt, he was the logical choice for his latest assignment—being president of the **Sales Promotion Executives Assn.** He's been in the grooming process for the job. Previously he had served as president of the organization's New York chapter and a member of the association's board of directors. . . . Harnett is something of a boy wonder (he's 35): He majored in economics and psy-

chology—seemingly always having known where he was going—at the University of Richmond, won a Phi Beta Kappa key, which he never wears. Before he entered the publishing field he was, for several years, a scriptwriter in El Paso. No Southern drawler, he speaks in a staccato buzz ("about 200 words a minute," says an associate). He's a member of the Motivation Research Committee of the Advertising Research Foundation. His wife, Lila, a ravishing redhead, is considered one of the foremost journalists in the atomic energy field. She edits and publishes the bi-weekly "Business Atomics Report." They live at New York's Sutton Place South.



From Pocatello to President

Nearly all of **Lee S. Bickmore's** career has been packaged in cookies. He's been with **National Biscuit Co.** for better than 27 years, for seven of which he headed Nabisco's sales and marketing organization. And last fortnight he became the company's biggest cookie; he was elected president. Bickmore, 51, a strikingly handsome man, joined the firm after he completed his studies at Utah State University, with a business administration degree. His first job: salesman, at Pocatello, Idaho, in the depression year of 1933. He moved

through a number of sales posts and in 1950 became v-p for sales. Several years ago he moved up to be senior v-p and last year was elected executive v-p and board member. He's a member of the marketing committee of NAM, chairman of the public relations committee of Grocery Manufacturers of America. He and his family live in northern New Jersey, where he finds relaxation on the green links of the Canoe Brook Golf Club. A gregarious man, he hates having his picture taken, still has the rolling "R" of the West in his speech.

Pitney-Bowes's Mr. Nordberg

A quarter of a century after he joined the company as a Kansas City salesman, a big, graying guy with piercing blue eyes has become **Pitney-Bowes's** president. He's **Harry M. Nordberg**, a native Kansan. Nordberg, 55, made it East in 12 years, when the company sent for him to be its assistant to the v-p for sales and service. (He'd been holding down branch and regional managements and accumulating experience that couldn't be overlooked.) By 1948 he was general sales manager and two years later he became v-p for sales and services.

Three years ago he was elected executive v-p and director. A great joiner (an associate says he's "so capable that organizations put a gun in his ribs"), he is a director and past president of the Office Equipment Manufacturers' Institute, a member of the National Council of YMCA, a member of the advisory board of United Community Funds and Councils of America and a director of the New England Council! He and his family live in Greenwich, Conn., and he commutes outwards to company headquarters in Stamford, Conn.





This Seattle woman reads, believes in—and shops by THE SEATTLE TIMES. Her grocery expenditures prove it!

CONCENTRATION

95.6%

Food shoppers in the rich, six-county Seattle City and Retail Trading Zone feed their families well. They spend \$374 million each year on advertised food products—10% more than the national per capita average! Only *THE SEATTLE TIMES* offers you 95.6% circulation concentration within this vital buying zone.

The Seattle Times

Represented by O'Mara & Ormsbee, Inc.

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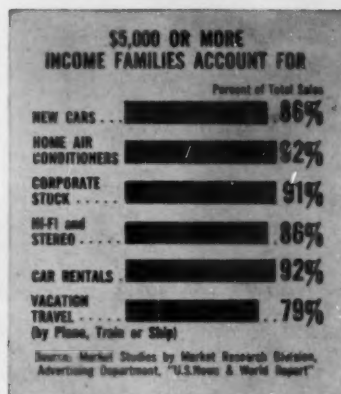
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CHOICE!
SELECT
THE
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THAT
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WITH
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PROFITABLE
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Chance can deliver a real buzz in this kind of spelling bee . . . but if it's business you're after, see what happens when you can deliberately select what you want! That's what magazines do—select the bigger buyers from the little-or-can't-or-won't-buyers! Don't take our word for it—take a close look at the new (280 page big!) "Study of the Magazine Market." You'll see why magazines can mean a Profitable Difference to advertisers of virtually all kinds of products and services. Magazine Advertising Bureau of MPA, 444 Madison Avenue, New York 22, N. Y.

MAGAZINES...FOR THE PROFITABLE DIFFERENCE

The most important chart in your market picture



Whether you're an advertiser or an advertising agency, the chances are that a relatively few of your best customers account for the big bulk of your volume.

The same holds true for nearly all major-purchase goods and services. Of course, some mass-sold packaged items with odd-change prices are bought over handy counters by nearly everybody. But time and time again, company records and market research reveal that when it comes to family buying of things that count, the major volume of sales is from the top income half of America.

This is why, when you're measuring media, it's much more important to count customers rather than just people.

This is why "U.S. News & World Report," measured by its higher income subscribers, is found to cover more customers than many other magazines with much higher circulations. In fact, "U.S. News & World Report" offers the highest average subscriber family incomes of all magazines with more than 1,000,000 circulation. Consequently, when you're evaluating magazine circulations in quest of customers — for a wide range of products and services—you'll find "U.S. News & World Report" to be

The most important magazine of all



Ask your advertising agency for these new coverage facts as they relate to your markets and the ability of 14 magazines to cover them. Or contact any of our advertising offices listed below.

Reports on six of the areas studied are now complete. They include vacation travel, business travel, hi-fi and stereo equipment, home air conditioning, corporate stock purchases and car rentals. Each is wrapped up in a 19-minute graphic film report.

The conclusions are clear. High-income, managerial and professional families now account for the major volume of sales for virtually all quality goods and services, as well as business purchases. These are the people who depend on the essential news, who have the biggest stake in this news and who use this news in their plans and decisions. They are covered most effectively and most economically through the one magazine devoted exclusively to such essential and useful news . . . from your standpoint, very likely the most important magazine of all.

U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than **1,150,000** Net paid circulation

Advertising offices at 45 Rockefeller Plaza, New York 20, N.Y.
Other advertising offices in Boston, Philadelphia, Pittsburgh,
Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco,
Washington and London.

MARKETS

more companies aiming
at big Negro market

In selling to the 19 million Negro consumers, more companies are employing Negroes as salesmen, publicists, entertainers, models in ads. Look at some recent developments. . . .

Ward Baking appoints Althea Gibson as community relations representative. The tennis star will appeal at civic and charitable events, carry out marketing assignments to broaden distribution at retail level. Ward is backing this program with ads in Negro papers, using Negro models. . . . Warner Bros. Pictures hires a Negro publicist to promote films having identification with Negroes. . . . P. Ballantine & Sons, brewer, adds Roy Campanella, former Negro baseball star, to its announcing staff for New York Yankee baseball games. . . . Harry Belafonte will do several TV specials for Revlon. . . . Personal Products hires a Negro consultant to be hostess of a 33-station radio series, to attend Negro conventions and home shows. . . . (For more, see our feature article, "Marketing to the Negro Consumer," March 4, page 36.)

SELLING

merchandising maverick
shocks big tire firms

Tire industry leaders aren't worried—but most are quietly marveling at some aggressive merchandising techniques pioneered by little Vanderbilt Tire. The "bigs"—including Goodyear, Goodrich, Firestone, General, U.S. Rubber — are watching Vanderbilt carve an impressive niche in the replacement tire market. It sells through department stores, super markets, shopping centers; even sells entire auto fleets over the telephone. Company's sales shot from \$10 million in '57 to \$20 million in '59, are still angling sharply upward.

Vanderbilt, among first to set sights on women as family tire buyers, sells more than 70% of its tires and auto accessories to the ladies. The company owns 25 spacious Tire Mart stores at prime shopping centers across country, and is adding more. The sales pitch: Drive in, make one stop, order your tires or accessories, do the shopping, pick up the car—no fuss, no waiting for tire change. Purchases can even be put on charge account at shopping center department store.

KINTNER

will the Senate
give him the axe?

FTC's dynamic boss, Earl W. Kintner, may be living on borrowed time—even though nominated back in February for a 7-year term. It's touch and go whether a Democratic Senate, now taking its time about acting on the nomination, will okay the Republican nominee. Kintner's term runs out this September, but he will continue to serve even if the Senate takes no action. However, if a Democrat gets in the White House, he could appoint a Democrat to replace Kintner. . . . Knotty problem for Senate Dems is that most of them agree Kintner has done an outstanding job in awakening a nearly moribund FTC. If they do okay him, they can take solace from the fact that a Democratic President could oust Kintner as chairman but keep him as commissioner.

WASHINGTON

outlook: no major
marketing legislation

This may be the rare year when Congress passes no major marketing legislation at all. A couple of key bills are still very much alive, but they could get lost in the shuffle before Congress quits Washington about seven weeks hence.

Best bets for enactment—but lay no odds on passage—are the interest rate disclosure bill (SM, April 1, page 39) and the foreign investment tax measure (March 18, page 73). . . . A tough version of the interest bill has won approval of a Senate banking subcommittee. This is a hard bill to oppose; many legislators hope they will be spared the pain of having to vote on it. Lack of House action on the bill, plus the fact that the sponsor (Sen. Douglas) seems unwilling to compromise, create doubts of final enactment. . . . The foreign investment bill had been slated to sail through the House but encountered unexpected opposition on the floor and was returned to committee. It has been tailored to meet Treasury objections and is expected to pass the House and move on to an uncertain Senate fate. . . . A bill on tax deductibility of certain institutional ad expenses (April 1, page 95) has bipartisan support and much business backing. No hearings have been held; odds seem against bill.

ADVERTISING

beware of
guarantee ad claims

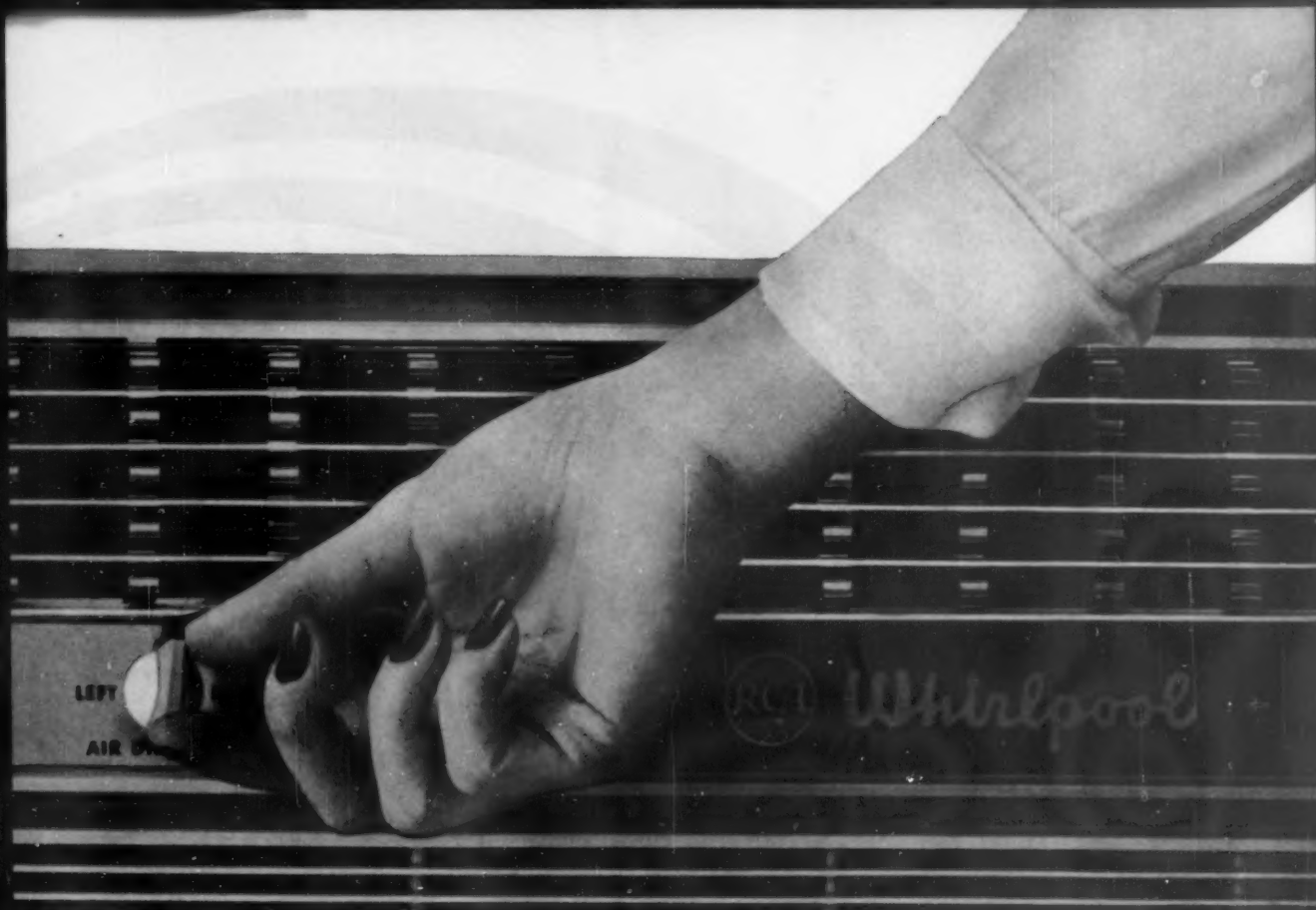
A new FTC document, "Guides against Deceptive Advertising of Guarantees," is "must" reading for practically every marketer. It spells out ground rules on guarantees, warranties, money-back offers, free trial schemes, etc.—selling tools abused more often by retailers, but used by almost all marketers.

A thumbnail version of the new "guides": (1) Ad guarantees shall "clearly and conspicuously" disclose the nature and extent of the guarantee, manner in which guarantor will repair, replace or refund, and whether guarantor is manufacturer or retailer; (2) if guarantees are adjusted on pro rata basis, ad copy must so disclose and tell exactly how; (3) such claims as "satisfaction or your money back" and "free trial" will be construed as guarantee of full refund at purchaser's option; (4) if "lifetime guarantee" means anything else than life of purchaser, full disclosure of meaning must be made; (5) such claims as "guaranteed to save you 50%" must clearly state what advertiser will do if savings are not realized, plus any limitations. . . . For copy, write to FTC, Washington, D. C.

MISCELLANY

news and ideas
of marketing note

Selling opportunity: Consumers are now getting enriched by their Uncle Sam to tune of \$5 billion in income tax refunds. . . . Cement industry leads all others in profits as percentage of sales (after taxes) with 16.3%, compared with 6.0% for all corporations. Other leaders: public utilities, 13.6%; drugs, 11.6%; glass, 8.9%; chemicals, 8.9%; petroleum, 8.4%; soft drinks, 8.3%. At other end of scale are meatpackers with 1.0% and aircraft makers with 1.8% profit on sales. . . . 47% of all high school seniors plan to enter college this fall. . . . A salary of \$26,030 today is just equivalent to a salary of \$10,000 in 1939, says National Industrial Conference Board.



Whirlpool makes them...LOOK sells them

"Look's ability to move appliances is the big reason we have scheduled 22 pages in LOOK in 1960, covering all five of our product divisions," says L. W. Howard, General Manager of Advertising, Whirlpool Corporation.

Whirlpool, manufacturer of RCA WHIRLPOOL home appliances, has advertised in Look Magazine every year since 1953. In 1960, Whirlpool's LOOK volume will hit a new peak of 22 pages, with five pages for air conditioners running *exclusively* in LOOK among all consumer magazines.

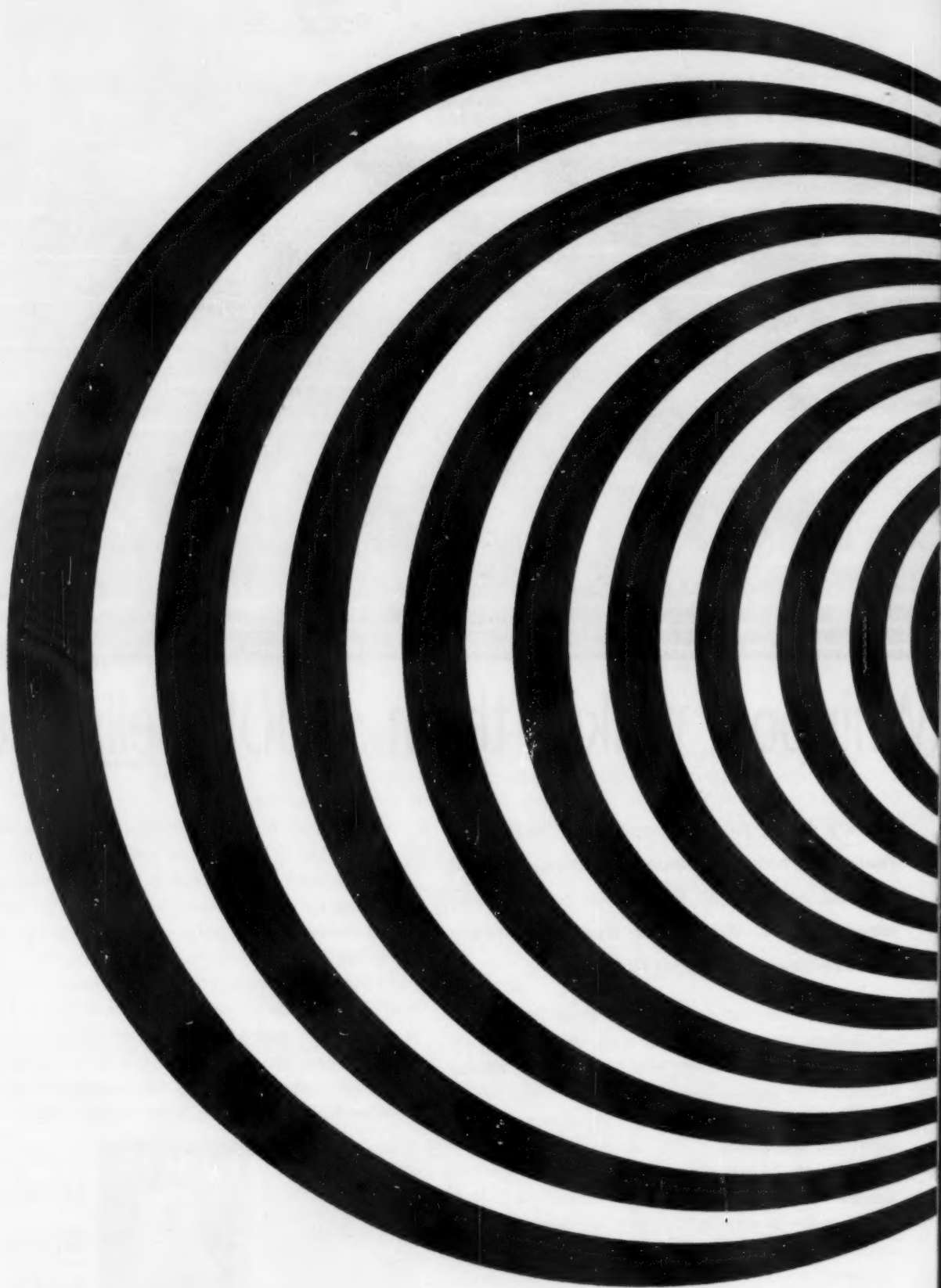
Explains Advertising Manager Howard: "We know from experience that LOOK attracts the kind of family audience we want in selling our full line of home appliances—washers, dryers, refrigerators, freezers, dishwashers, vacuum cleaners, ranges, air conditioners. And this family audience *responds* to LOOK in ways that pay off in our dealers' showrooms."


Still another factor contributing to LOOK's selection as a key Whirlpool medium is unmatched regional flexibility. Because of it, Whirlpool was able to launch its 1960 air conditioner campaign in the May 10 issue with a *twenty-one-way* geographic split involving listings of more than 900 dealers.

In the first quarter of 1960, *only* LOOK—among all major magazines in America—attained record highs in circulation *and* advertising revenue *and* advertising pages. One reason for this evidence of unmatched vitality is LOOK's outstanding ability to produce sales results. For LOOK *means* sales.



**LOOK
MEANS
SALES**



A large optical illusion graphic on the left side of the page. It consists of a series of concentric, slightly overlapping circles or arcs that create a sense of depth and movement, resembling a tunnel or a series of ripples. The lines are black on a white background.

Growth figures, like optical illusions, aren't all they seem to be. For instance: There are 77,900 more manufacturing companies today than there were 15 years ago. That's growth — 31% worth.

However, the top of this market — manufacturing firms which employ 100 or more people and do three-quarters of the business — has remained remarkably stable.

It has grown by only 350 firms, 1.9% since 1945.

Right now, there are only 18,770 manufacturing firms with over 100 employees, so you don't have to play the numbers game to cover your market. Because Fortune goes where sales come big; Fortune gets results.

FORTUNE

The Magazine of Management



HENRY H. REICHHOLD

DYNAMARKETER

Reichhold's Reichhold Builds A Big New World of Plastics

By LAWRENCE M. HUGHES
Senior Editor

Henry Helmuth Reichhold pauses briefly in the midst of the 30,000 air-miles he now puts behind him monthly, to "visit" his headquarters at White Plains, N.Y. He sits back, stretches his more than six feet and more than 200 pounds. Then, in one of the several languages he uses fluently to persuade associates and customers of Reichhold Chemicals, Inc., across the world, he admonishes older and larger competitors.

To him the big "miracles" of chemistry are still to come. Proud of RCI's ability to create and sell plastics at "10, 20 or 30 cents a pound," he urges rivals to build more plants to produce more plastics at lower prices. If they do, chemical volume before long will reach \$30 billion—to rank after food and allied products and transportation equipment as the third largest industry in America's economy.

Though RCI's share will still be relatively modest, its president and general manager leaves little doubt as to who will set the pace.

Henry Ford I was still making flivvers when Reichhold arrived in Detroit from Germany and got a job painting them black. The younger Henry found the process slow and the rewards meager. The older Henry failed to come through with a 5c-an-hour raise. But the real reason for the birth of Reichhold Chemicals, Inc., was the process.

► In Vienna, young Reichhold's father had an interest in the firm of Beck, Koller, which had developed a heat-hardening, oil-soluble, phenolic resin called Beckacite. The son found that it reduced the paint-drying time required for automobiles from weeks to days. Importing it in 100-lb. bags, Reichhold set up after-hours headquarters in a garage and induced a friend, C. J. O'Connor, to sell it. By 1927 RCI was on its own.

O'Connor recently became honorary board chairman.

When the company was reorganized and incorporated under its present name in 1938, sales were only \$3.2 million—and 90% of them to the surface coating industry. Of today's vastly larger total (\$3.6 billion in domestic sales alone in 1959), 39% is from surface coating resins and chemical colors; 27% derives from chemicals, and 34% from materials for plastics.

In the U.S. today, Henry Reichhold keeps an eye on product and sales development of 18 plants in 13 states. Abroad, at 31 "associated plants" in 22 countries on six continents—in all of which, except Canada, RCI holds

only a minority interest—the company's "know-how" contracts are at work plasticizing the world. "We're even planning," Reichhold says, "to go into communist Europe. They have the know-how to supplement ours."

Since 1956, RCI's shareowners have multiplied from exactly 89 to 9,825. They seem willing to forgo present dividends for future equities. In addition to a consistent 60% plowback of earnings (\$3.6 million in 1959), Reichhold says, "We're spending for new facilities more than depreciation and earnings and new capital combined. And we're borrowing all we can."

Recently, four new divisions were acquired. One of them, the former Alsynite Corp. of America, takes RCI for the first time into consumer products, sold through distributors and retailers.

► And by now, with the help of a \$500,000-a-year business publication advertising program, a lot of chemists, engineers, architects have learned what RCI's 30-odd plastic brands and 16 or more chemicals can mean to their product development.

Reichhold claims to "know personally more than half of all our 4,500 domestic customers—and something about all of them. . . . We sell ideas—and then service."

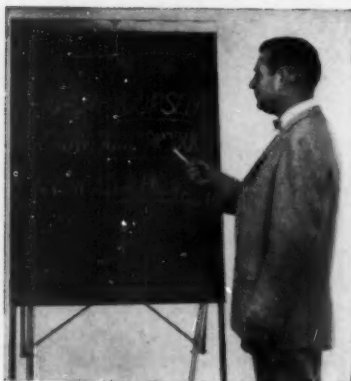
The importance he attaches to creative selling is suggested by the fact that R. T. Ulrich, v-p for sales, is a director and a member of the 4-man executive committee. Among the other 23 v-p's are men with the marketing responsibility of specific groups of products, and those in charge of corporate market research and advertising.

Most of the salesmen have been recruited from the labs. All are specialists in the industries they serve (from farm machinery and furniture to paper-and-pulp). With larger customers, such as Chevrolet, they work in teams. And always, they "team" with the chemists and engineers.

"We pay them straight salary," Reichhold says, "plus incentives and inspiration. The business is growing so fast that they promote themselves. One young man became a general manager of a plant in his first year."

A major source of disagreement between Reichhold and the nine other members of RCI's board (all "working insiders") has been on anticipated rate of growth. Whereas some would settle for 10% annually, the president still seeks 30%.

Through the big depression of the early '30's, RCI



5 WAY PRESENTATION EASEL

Write as you talk, command attention with paper pad or chalkboard speeches. Or use for flip chart or card chart presentations. Lightweight aluminum, folds in a jiffy. Complete with chalkboard, hinged clamp, chalk, eraser:

\$42.50 (less pads)
Four paper pads \$12.00
Carrying case \$12.50



ARLINGTON
ALUMINUM COMPANY
19005 W. Davison • Detroit 23, Michigan



...you'll enjoy stopping at Chicago's

Executive House

Tomorrow's Hotel Today

CHICAGO'S Executive House, a new ultra-modern 40-story skyscraper with drive-in garage, ideally located on the edge of the famous Loop, introduces many innovations—including private sun terraces—the last word in luxury hotel living.



Write for colorful brochure

Executive House

Dept. S, 71 E. Wacker Dr., Chicago 1, Ill. • FI 6-7100
A. M. Quarles, General Manager

HENRY H. REICHHOLD (continued)

DYNAMARKETER

operated in the black. Today, with more products to serve more industries, it hopes to become even season-proof.

In the hard goods recession of 1958, sales of five of Chemistry's Big Eight—DuPont, Carbide, Allied, Monsanto and Cyanamid—declined. The three others—Eastman, Dow and Olin Mathieson—could report a combined gain of only 2%. Reichhold settled for 13%. And in 1959 the steel strike held RCI's increase to 26%.

But, at 59 years, this buoyant maverick is hoping higher than ever. By 1965, he is sure, RCI's domestic sales will rise more than 150% to \$250 million, while foreign business will gain at the same rate, to \$125 million.

Domestically, he foresees "no saturation in any area—including paints." Abroad, the sky may be even less the limit.

Wherever he turns today, Henry Reichhold can see RCI products at work. When he pulls out a U.S. greenback (reportedly, he is "worth" 100 million of them), he is pleased to note that its color is RCI's "Treasury Green." In homes and offices he sees RCI's ingredients in furniture and flooring, in toys and typewriter ribbons. When he watches a new factory rise, he finds that the workers wear re-inforced plastic helmets made with RCI resins.

► The potentials of automobiles and building and construction intrigue him most of all. "As Chevrolet has already proved, with Corvette," he explains, "plastics and fiber glass can be combined to make the whole automobile body." The Wall Street Journal quotes a Ford engineering executive to the effect that, within ten years, the amount of plastic used in cars will rise "300% to 500%." But many suppliers (including Reichhold) call this estimate "too conservative."

At the same time, with the help of "a younger generation of architects," Reichhold expects that ancient building codes will be modified to put more plastics to work. He would ship plasticated pre-fab houses to such areas as India and the Near East, thus "eliminating the need for costly construction of steel or concrete plants." With RCI already doing well in such developed areas as the West European Common Market, he

visualizes bigger opportunities in new and smaller countries. Ultimately, RCI-associated factories would be spurring the growth of "75 to 100 countries." These would be staffed by "qualified local engineers, technicians and salesmen."

Reichhold denies that he, personally, carries "too much load" or that he has "too much influence." He has tried to build a management group able to "make decisions on their own," and he thinks they are quite competent, if need arises, to keep RCI growing without him.

► But he adds: "I've never been outvoted by the board." His reason for this is that "I try to learn from others, especially when I'm not sure. I try to be well informed and to make my suggestions straight and simple." However, it's possible that the Reichhold personality counts, too.

He readily admits to making "my share of mistakes—but none of them were costly." And he adds, happily, "I've never had any trouble with our foreign partners."

He also knows, and applies, the "universal language" of the arts. A competent violinist, who collects Renaissance paintings, Henry Reichhold has bet \$10 million of his own money on the future of "culture" in America. For the last six years of his residence there he contributed \$2 million to the Detroit Symphony Orchestra.

He sold auto workers tickets to Detroit Symphony concerts; followed Ford in sponsoring this "Sunday Evening Hour" on network radio (though he had nothing to sell to the public); bought Vox Records (to make sure that "even bebop was the best"), and in 1958 gave \$1 million to the Berlin Academy of Arts. For several years he also angled Musical Digest, which he carried without advertising.

"Our cultural standards," Reichhold believes, "must compare with our economic standards."

And beyond culture, there's democratic liberalism: In the midst of a wave of anti-Jewish sentiment, he opened a plant in Israel.

Thus the man is hard to pin down: He is a Berlin-born, Vienna-educated, 17th century Florentine Babbitt or Maverick. But more than that, he is a busy builder of tomorrow. ♦



THE HAND THAT SPECIFIES...

APPROVES ...





REQUISITIONS...

...IS THE HAND THAT REACHES FOR SWEET'S WHEN BUYING NEEDS ARISE



Industry's top buyers and specifiers regularly use the manufacturers' catalogs in Sweet's to specify, recommend, approve and requisition the products they need. 26,000 replies to 84 studies of catalog use in six basic industrial and construction markets document this fact. Your Sweet's District Manager will gladly review these studies with you. Sweet's Catalog Service, 119 W. 40th St., New York.

Prove What You Say in Ads

Lone Star Brewing has each vat of beer tested and checked by U.S. Testing Co. This "certified quality" check, backed by a strong regional ad campaign, is steadily boosting beer sales.

A Texas brewer is employing a new, effective marketing tool to boost sales. The tool is "certified quality"—a quality check of every brew by a well known, independent testing organization.

The first company in the food and beverage industry to adopt such an independent quality check was Lone Star Brewing Co., which began to employ this marketing tool three years ago. With this quality check, backed up by a healthy ad budget, the San Antonio brewer is steadily increasing sales some 7% annually. The company's \$18-million volume places it among the top 30 U.S. breweries.

Lone Star beer is continuously checked by the U.S. Testing Co., and certified to be "as fine a beer as is brewed in the world." Floyd O. Schneider, vice president and general sales manager, maintains that the certified-quality story gives Lone Star an "unmatched selling tool." He emphasizes that it's not just a manufacturer's



"HUNT FOR PROFITS"—That's the theme being dramatized by Lone Star v-p's.

claim, but quality that is actually tested and certified by a recognized, independent laboratory.

Each brew is not only checked but identified by a number, which is printed on beer bottles and cans. The number is changed as a fresh brew is started, about every 18 hours. This

leads to another powerful selling tool—"brewery fresh" beer. Says Schneider: "Our salesmen know they are selling true quality—this in itself is a morale factor."

The idea of certified quality was conceived by Harry Jersig, president and board chairman. Lone Star, facing stiff competition from an expanding brewer at the time, was fully aware of quality claims and talk of secret formulas in the industry. The management believed that a brewer's statement about the quality of his product boiled down to nothing more than an advertising claim, simply because the brewer alone said it.

Company management then decided to get a statement of beer quality from an independent testing agency. Lone Star approached the U.S. Testing Co., but the firm did not want to take the account, for, at that time, it had not gotten into food testing (beer is considered a food).

(continued on next page)



PROVED—In television ads, Lone Star manages to get the "certified quality" theme into campaign for new containers.



Get more
selling time
per dollar...

lease fleetcars
from HERTZ



Hertz Car Lease Service removes all the time-consuming problems of fleetcar operation. Hertz will provide new Chevrolets, Corvairs or other fine cars; handle all repairs and maintenance. You reduce accounting problems to the writing of one budgetable check per month. Your fleet administrative time is cut to a minimum. Hertz, the nation's most experienced car lessor, does all the work!



For more information, mail this coupon!

H. F. RYAN, VICE PRES.
THE HERTZ CORPORATION
125 N. WABASH AVENUE
CHICAGO 4, ILLINOIS

Please send me your illustrated booklet, "Who Should Lease Cars . . . and Who Shouldn't."

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NO. OF CARS OPERATED _____

SM 520

However, an agreement was made. Now, U.S. Testing audits and verifies 213 different quality control checks on raw materials, processing and packaging—for every brew. The final step is the labeling of each bottle or can with the registration number of its brew test.

Lone Star advertising has hammered on the certified quality theme since the beginning. The consumer reads about it in his newspaper, sees it on ad posters, views it on television, hears it on radio. The company is a heavy regional advertiser, spending about \$2 million a year—or \$2.53 a barrel (pretty much in step with the industry average of \$2.50).

Some evidence of the effectiveness of this campaign: Consumers often buy the product by simply asking for the "certified quality beer"—not even mentioning Lone Star by name.

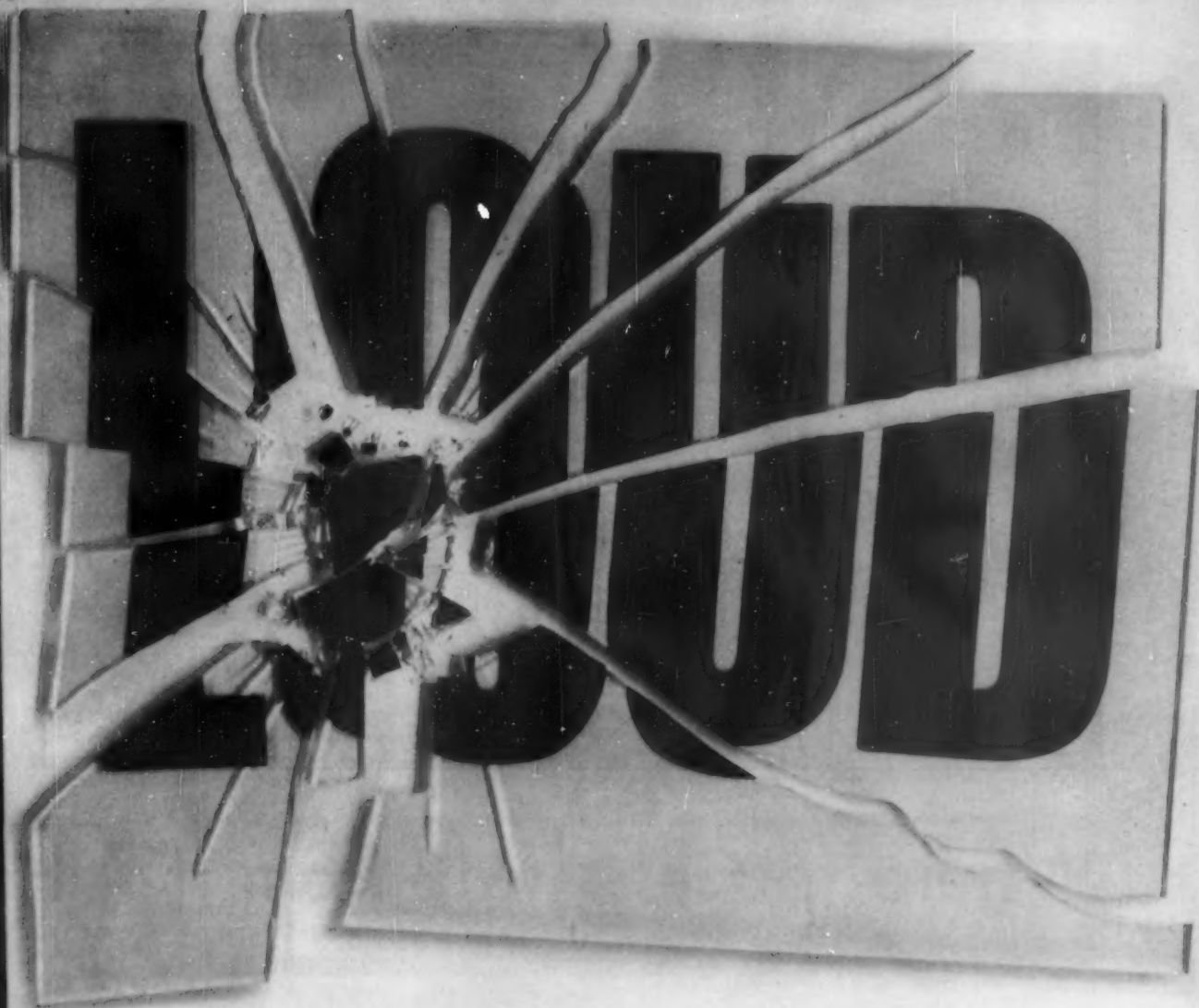
The new selling story has also led to a merchandising development which helps boost sales: Continuous rotation of distributors' and retailers' inventories to insure constant freshness. As Lone Star sells only a 10-day to 14-day supply to distributors, the salesman can keep a sharp eye on their inventories and sales.

► The company is on the lookout for changing trends in buying habits that can be exploited in advertising and sales promotion. For example, women buy most of the beer today. One result: The handy packs the housewife brings home with the groceries. There's reason behind this, says Schneider:

"Mama buys the beer. Papa comes home to drink it instead of stopping at a tavern after work. Mama had rather have him at home, so she sees to it that cold beer is in the refrigerator. This is one of the most important factors in the decline of sales of beer in half-barrels, which today amounts to only 4.6% of total sales."

Schneider says that "The buying habits of today's housewife are shrewd and well thought out. Because she has confidence in tested and approved merchandise—thanks to Good Housekeeping and other women's magazines—she has taken to the certified quality label like a duck to water."

This general acceptance by the consumer is partly a result of efforts to satisfy local flavor demands. To be sure that its beer is quenching local thirsts, Lone Star employs taste panels. The testing agency recruits its panel members off the street, and Lone Star empanels its employees. From the panel findings as well as from actual sales, Lone Star says it can prove it satisfies from 44% to 50% of the San Antonio market. ♦



OR CLEAR?

Does she filter you out or hear you through? It depends on whether her radio is tuned in—or just turned on. Listeners to the CBS Owned Radio Stations are tuned in and alert, because C-O programming demands it. It is radio for the active attention of the adult mind—not just a substitute for silence. Locally-produced C-O shows include live music, comedy, opinion forums, education, special events, regional news, documentaries, interviews, sports, farm shows, business reports—everything that interests people. And added to all this is the unique strength of the CBS Radio Network, with its schedule of star personalities, drama, comedy, complete news coverage and analysis, public affairs and great live music programs. This is responsible broadcasting. It gets a responsive audience. And gets response to your advertising, too!

CBS OWNED RADIO STATIONS
REPRESENTED BY CBS RADIO SPOT SALES

CO

KCBS SAN FRANCISCO KNOX ST. LOUIS
KNX LOS ANGELES WBBM CHICAGO WCAU
PHILADELPHIA WCBS NEW YORK WEEI BOSTON





Courtesy of C. S. Hammond & Co., N. Y.

Where to Get Away from It All

There's a wide open world of Eskimo co-ops, Himalayan houseboats, tranquil Indian Ocean isles awaiting the man who wants—and can afford—a different vacation. And many of you can.

By GEORGE P. NICHOLAS

When your secretary answers that you're away and just can't be reached, you can be on an island a thousand miles from the nearest airport where ships call just once a month.

Tired of visiting relatives for a vacation? See instead the birth of a boom in Hong Kong or live on a houseboat at the foot of the Himalayas.

Or maybe you just want to see

what Europe can be like without Americans.

Arthur Amory Houghton, Jr., president of Steuben Glass, Inc., spent his vacation in a plastic igloo. Richard S. Boutelle, vice chairman of Fairchild Engine & Airplane Corp., chose an African safari.

Because executives can take longer vacations (and have earned them), are used to travel and willing to spend,

Sales Management suggests some off-beat things you might like to do. Most are good the year 'round.

How about an African safari? Choose your weapons. Africa offers aardvarks to zebras—but you can shoot them with a rifle or camera. One group of white hunters even supplies tape recorders for bringing back the sounds of Africa.

Your photographic game can be

magnificent scenery, or tribes ranging from the handsome Watutsi to the pigmies of the Ituri Forest, the world's tallest and shortest peoples.

With little traveling you can capture scenes like tropical coastlines, snow-capped mountain peaks, majestic lakes, dense jungles, lush grasslands, mighty waterfalls.

And you needn't rough it to go hunting. The only walking you'll probably do is the legal 200 yards from the car. When you return to camp you can have a well-cooked 5-course meal. Your safari can include a radio, refrigerator, electric lighting. Many parks have lodges. Shoot a lion and the tom-tom will beat in your honor.

► A record of the changing ways of the tribes is the handsomest trophy for photographers. In dances of one Kenya tribe, opposite partners touch cheeks like Frenchmen. Others punctuate the sound of the drums with blasts from European police whistles. You may frighten some tribes still unused to cameras. Others may jolt you with enormous modeling fees.

The best safaris are in the fertile region surrounding Lake Victoria, the vast, 26,800-square-mile lake at the joining of Uganda, Kenya and Tanganyika. East Africa is the site of 12 national parks and reserves, most enhanced with comfortable weather.

Natural wonders there for photographers include Murchison Falls, where the Nile, beginning its 400-mile course to the Mediterranean, thunders through a 20-foot gorge; the Serengeti National Park's Ngorongoro Crater, in whose center, 2,000 feet below, magnificent game herds feed; the Shifting Sands, 40 miles from the park, which moan when blown by the winds or even rubbed by hand; storied Mt. Kilimanjaro, some of whose peaks are not too difficult to climb.

Nairobi, where you might land if you fly (by jet), is a modern city, yet hippos occasionally stray into its outskirts. Mombasa, the area's main port, is both African and Eastern, with carved Arab doorways, narrow alleys and carpet vendors.

Each area has rainy seasons but you can bypass them by planning your trip whenever you go. A typical 28-day safari will cost you about \$2,500, excluding licenses, park fees and ammunition (but far less if you team up with a district manager).

Begin early, though, because the dozen or so shots you need must be spaced out. If you hear Africa calling, heed her now. The game is dwindling and reserves are being closed.

(continued on next page)



Credit: British Information Services

GO EAST, YOUNG MAN, for the excitement of bustling Hong Kong. The ancient city's population is burgeoning with a rising importance of Asian cotton goods and a steady influx of refugees from Communism. This a typical street scene. Get the importance of outdoor advertising in this wide-open city—no nook forgotten here!



Credit: National Film Board of Canada

PEACE, WHICH COMETH AT THE END . . . of the world. This is the Canadian North. If you fancy catching seals the terrain is wide open. But you'll have to settle for the skins alone. Tradition decrees that natives get the meat. For fishing, try the Char, a trout-like salmon that runs 200 yards in battle—good sport for the exec.

It's 2 to 1

**in fast-service
eating places,
twice-the-turnover
per seat means...**

**MORE Meals
MORE Sales
MORE Profits**

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE

ONE THING IN COMMON—

FAST SERVICE

*To effectively reach this
specialized market specify*

FAST FOOD

for an advertising schedule



FAST FOOD

magazine

**630 THIRD AVE.
NEW YORK 17, N. Y.**



Snuggled high in the Pyrenees, Andorra grew out of a thirteenth century row between the French government and the Spanish Catholic Church. It is a co-principality of the two, and Andorrans don't seem to mind. The visitor, certainly, is richer for it.

Having no representation here, Andorra cannot urge Americans to visit in droves. Because authority is divided between its neighbors, law is lax. Andorra has no tax, no treasury. Its currency is the franc or peseta, earned mostly with smuggled exports. Compare the going rate of both be-

fore exchanging your money.

The 6,000 Andorrans are used to the free and easy life. You can enter their lovely mountain region with little more than a credit card. Take anything with you; even more when you leave because the shopping is ideal. German cameras, Swiss watches, Italian silks—living itself—were never cheaper.

If you want scenery, Andorra offers medieval ruins, herds of grazing stallions, a mountain spa. Are sports your pleasure? There is skiing, mountain climbing, trout fishing, hunting. The

Credit: Information Service of India



KASHMIR, where the rugs come from and houseboats, complete with terraces and servants, can be rented for inexpensive cruises. Nearby Himalayas form backdrop.

Credit: East Africa Tourist Travel Assn.



SAFARI, ANYONE? Most hunters prefer shooting with cameras. In Queen Elizabeth National Park you watch hippos bathe while you luxuriate in a cruise boat.



kleen-stik® DUBL-STIK

2-Sided Pressure-Sensitive Tape



Exclusive "Finger-Flip" Edge
for Fast, Easy Application!

RECIPE for dealer preference for your P.O.P. material: design and produce the most attractive displays possible... tie them in with a powerful national promotion... then add DUBL-STIK to guarantee they'll get up! ... DUBL-STIK is the double-sided self-sticking tape—a thin, tough film coated on both sides with extra-strong KLEEN-STIK adhesive. Easily applied by hand or automatic applicator, it bonds instantly to practically any material... holds up even relatively heavy displays.

Double the Pressure-Sensitive Benefits of KLEEN-STIK!

- Needs no water, glue, tacks, staples, etc.
- Easy to put up—just apply tape, peel off backing, press in place.
- Waterproof and invisible when applied.
- Resists temperature changes from -20° to 220°F.

Write for samples and information on DUBL-STIK and other Kleen-Stik pressure-sensitive products.



7300 W. Wilson Ave. • Chicago 31, Ill.
Plants in Chicago, Newark, Los Angeles, and Toronto, Canada

OVER 25 YEARS OF PRESSURE-SENSITIVE LEADERSHIP!

food is excellent and the night life continues well into the morning.

Because of its isolation, Andorra has not been swept up in the change of the twentieth century. Its attitudes are still basically feudal. In the Andorran family, father not only knows best—he isn't even questioned. Andorra's parliament meets in antiquarian robes in a crumbling castle. Universal suffrage just doesn't work, they decided, and abolished it in 1941.

You can't fly to Andorra; there are no airports. Take the road from France or Spain. Fly to Toulouse or Barcelona, take a train to a border

town and bus to Andorra. Though the weather is ideal in the valleys throughout the year, the French road may be snowed under in winter. Polish up your French or Spanish. There won't be too many fellow Americans.

► Because it is a Crown Colony, doing its business in both Chinese and English, Hong Kong must make direct, often artlessly literal, translations. Accordingly, Americans are astounded to find enterprises calling themselves the Very Venetian Blind Co. or the Sincere Construction Co.

On the threshold of a new econ-

omy, Hong Kong is making another change, also with little finesse—but with agility. Long known only as a free port for trans-shipping, the colony is now processing and beginning light manufacturing.

Without benefit of raw materials, it has become an important factor in cotton goods on the Asian market and is rapidly expanding. Thousands pouring in from ravaged Red China are aiding and abetting.

For executives who believe the birth of a boom represents the most dramatic surroundings, this is Shangri-La. For wives, there are the additional pleasures to be found in scenery, shopping, beaches and extraordinarily fine hotels.

Hong Kong is an island, coastal mainland and junk colony. Its highways are the ferry routes.

The island, Victoria, is the most British. You can get a panoramic view of the city from its rocky peak—but the cricket grounds and landmarks are coming down for new steel and concrete buildings.

The harbor junk colony, housing 100,000, represents one-third of the population.

Kowloon, the mainland, is an all-night town. Residents of the Luk Kwok Hotel insist it is the locale of "The World of Suzie Wong."

► Moving into the Indian Ocean, the executive who wants to get completely away can find the Seychelles Isles, visited by ship only once a month. Natives believe this to be the site of the Garden of Eden. There are white, sandy beaches and mountain waterfalls with gaily colored parrots and huge land tortoises. The economy is dependent upon coconuts. And the temperature rarely exceeds a comfortable 75 degrees.

The nearest airport is a thousand miles away, in Africa. You will get news of markets from only one government-owned radio station and a single-sheet newspaper. And living will cost you what your commuting fare now totals.

You can fish for tremendous swordfish, bonito and blue marlin. While you bake your catch on the beach, prepare a "millionaire's salad" of the succulent terminal shoots of the coconut palm (which kills the tree).

To get away from even the islanders, move to a tiny bungalow amidst the waterfalls high in the mountains. Choose one made of palm thatches, wood, corrugated iron or blocks hewn of coral.

Most of the few whites on the islands are English or French. The natives, mostly of African descent, use rickshaws and carry objects on their

NEW!

Nascon

"WHAT MY FAMILY SHOULD KNOW"



*will impress...
serve... remind
your customers
of you, your
services!*

What my Family should know

It was not without trial that makes possible an actually available and easily understood record of your name and telephone. Preserve the plan, every day, and you will find it useful from lack of knowledge.

Another new and original Nascon "At-A-Glance" Record Book . . . to build lasting good will for you! Fills a long standing need; in this one convenient volume, available at-a-glance and easily understood, can be recorded all information concerning one's Insurance Policies, Bank Accounts, Securities, Real Estate and other vital facts. A necessity for every family, that will be used for many years.

Amazingly low in cost but quality-made throughout. Handsomely covered, Wire-O bound for flat writing surface. Your name or trademark imprinted in gold on the cover at no extra cost; advertising messages may be bound anywhere in the book.

The new Nascon Advertising Gift Catalog contains complete details. Send for your copy today.



SPECIALTY DIVISION

NASCON PRODUCTS

Division of Eatop Paper Corporation
Dept. S
475 FIFTH AVENUE, NEW YORK 17, NEW YORK

heads. One recent visitor was astounded to see a man carrying a four foot fish this way. The man was followed by a woman balancing on her head a table, two chairs and a grass mat.

There is entertainment in the capital city, Victoria, of the main island, Mahé. Chief exports are coconut products.

If immediate sales problems keep you from the Seychelles, send your most rambunctious salesman there. The British India Line (agent: Cunard) stops there from Mombasa and Bombay.

► Would you like to fish for the Arctic char? This trout-like salmon runs 200 yards in battle, has red meat for a gourmet's palate.

Or do you prefer hunting by dog-sled for seal? Bring home both, and live in a plastic igloo, tent—or a lodge with the comforts of home—in one of two new Eskimo camps in Canada's far north next summer.

At the Charctic Lodge on Baffin Island, you can stay at Scandinavian styled "Viking" buildings billed as "the most luxurious accommodations in the Arctic." There are cruises to the incredibly beautiful fjords, Eskimo cuisine, plumbing. It will cost you \$1,500 for a week (including round trip transportation).

At Cape Dorset Camp, an Eskimo co-op on the other side of the island, the living is a little cheaper. You will have to live in tents or plastic igloos, though.

You can visit the Eskimos and not rough it. Hudson's Bay Co. takes a few passengers on its supply ship during its yearly run through the area. The company headquarters in Winnipeg. If you stay at the camps you can fly from Montreal.

Whichever way you go, see the carvings of the famous Eskimo community in the area. Eskimo guides will help you bring home the skin of the elusive silver jaw and bearded seal. Skin only, because you must leave the meat for the natives.

► Barber and customer squat on the floor facing each other. Ear cleaners sit facing their customers too. If you seem unconvinced of one's worth, he may place a small worm on the swab, after finishing—proving what dire need you were in.

In the tiny, gas-lit shops selling fruit or bolts of hand-woven cloth, owner and relatives sleep beside the wares. Such is the way of commerce in India.

Even in Bombay, sacred cows munch from garbage cans, blocking the traffic of rickshaws powered by man, bike or motorcycle, ox carts,

camel wagons and a teeming 3 million people.

Impoverished, now embattled, India, until very recently, made little effort toward enterprise. The fare she offers visitors churns in the stomach; curry prolongs the memory of the last thin meal, it is said. But, because of her low standard of living, India is a bargain vacation land.

At Kashmir, at the foot of the Himalayas, you can live like a king on your secretary's pay in a rented houseboat. Professional vagabonds from all over the world spend spring and fall, the best seasons, at Lake Dal, a spring-fed crystal lake with the

mountains rising in the background.

Their boats range from 2-man models to sumptuously furnished 125-foot craft with huge terraces and quarters for servants. Other boats are stores, wandering minstrels, even a post office.

There are curio shops, golf courses and other amenities, but try to get invited to a Kashmiri wedding. You will be housed in a tent with the other male guests, overwhelmed with the culinary specialties of the region—and entertained (women are treated to their own entertainment in another tent). The celebration continues for days. ♦

NEW ENGLAND LEADS THE NATION

of all U. S. regions

Per Household
FIRST
In Effective Buying Income

FIRST
In Retail Sales

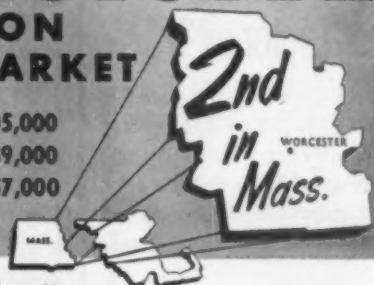
FIRST
In Food Sales

MASSACHUSETTS LEADS NEW ENGLAND

- Larger than other 5 New England States combined in E.B.I.
- Twice the population of the 2nd leading state
- 50% of the Total Retail Sales

and WORCESTER A BILLION DOLLAR MARKET

E.B.I.	\$1,112,205,000
RETAIL SALES	\$ 669,589,000
FOOD SALES	\$ 181,757,000



You can't cover Massachusetts
without the Telegram and Gazette

A.B.C. Audit
Dec. 31, 1958

86.4% COVERAGE DAILY 158,215 • SUNDAY 102,957

The Worcester
TELEGRAM AND GAZETTE
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



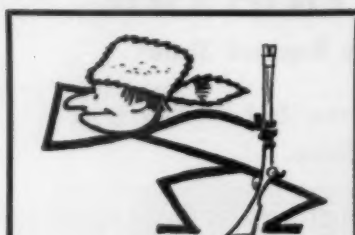
CORRESPONDENT OF BUREAU STATIONS WTAZ AND WTAZ-TV



**Over
600,000**

Over 600,000 adult buyers in the Toronto A.B.C. City and Retail Trading Zone read the

TORONTO DAILY STAR
80 King Street West, Toronto
In the United States: Ward Griffith & Co. Inc.
Graweau Research Survey S-360



Exploring?

Discover and conquer the rich \$67-million retail market of Woonsocket. How? By advertising in The Call, the only local daily coverage 98% of this 64,596 ABC City Zone.

**WOONSOCKET
CALL**
COVERS RHODE ISLAND'S PLUS MARKET

Representatives:
Johnson, Kent, Gavin
and Sinding, Inc.

Affiliated: WWON, WWON-FM

Time Inc., on a Crest, Reshuffles Top Brass

Early this year that publishing colossus Time Inc. moved into its new skyscraper on Sixth Avenue, a pica away from its old headquarters. Now the house that accounts for six domestic editions (Time, Life, Fortune, Sports Illustrated, Architectural Forum and House & Home, plus eight international editions of Time and Life) has finished what it calls "a sweeping realignment of [its] top management . . ." In advertising circles both here and abroad this constitutes the advertising personnel news of the year: For Time Inc. last year carried, in all editions, a staggering total of some 21,500 pages of advertising. Its magazines currently are running a circulation of around 11.5 million.

► In the key personnel changes, the name of Life publisher, Andrew J. (Bob) Heiskell, 44, heads the list. He moves up to be chairman of the board. Time publisher, James A. Linen, 47, becomes president.

Altogether, 15 executives in top-level posts have been shifted or reassigned. Henry Luce, father of the firm, continues as Time's editor-in-chief. But Roy E. Larsen is now chairman of the board's executive committee.

Luce and Larsen, in making the announcement, pointed out that during the past ten years the company's revenues have more than doubled; the staff has grown by one-third. A faster rate of growth is forecast for the 1960's. "In order to take full advantage of these growth potentials, major changes in the company's publishing management are being made at this time so that younger men may assume senior positions and responsibilities," said Luce and Larsen in a joint statement.

Assuming new positions in the organizational plan, in addition to Larsen, are Maurice T. Moore, a di-

rector of the company, and executive vice presidents Charles L. Stillman and Howard Black. Moore also continues as chief counsel to the company.

- Heiskell, for 14 years publisher of Life, is succeeded by C. D. Jackson, who has been administrative v-p.

- Succeeding Linen—Time's publisher for 15 years—is Bernhard M. Auer, formerly director of circulation and promotion for Time.

- Charles L. Stillman becomes chairman of the finance committee of the board.

- Howard Black becomes senior v-p and continues as a director. He has been executive v-p.

- Bernard Barnes, v-p, becomes secretary.

- Arnold Carlson, v-p, becomes assistant to the president.

- Charles Gleason, budgets and projects manager, becomes assistant comptroller and assistant secretary.

- Arthur R. Murphy, publisher of Sports Illustrated, becomes a v-p of Time Inc. He was also named director of production for the company.

- Sidney L. James, now managing editor of Sports Illustrated, becomes that magazine's publisher.

- Andre Laguerre is now managing editor of SI. He's been assistant managing editor.

- David Brumbaugh, administrative v-p and secretary in charge of Time Inc.'s production and distribution operations for the past 16 years, moves up to be executive v-p and treasurer. He, too, has new board status.

"Coming after the biggest year in Time Inc.'s history," said the Luce-Larsen statement, "these changes will make the company an even more exciting and rewarding place to work this year, next year and in the years to come." ♦



"So you sold engineering, huh?"

"WHAT ABOUT PURCHASING?"

"Don't you know that when you sell the engineer but neglect the purchasing agent you've done only half the job? Remember, getting our product approved is not the same as getting the business."

The purchasing agent has the final responsibility of deciding which approved products will actually be purchased, and in what quantity.

The most effective way to help your salesmen make this critical second half of the sale is to advertise regularly in **PURCHASING**, the methods magazine that for 44 years has helped industrial buyers in all phases of their work. This is the magazine they read for trends, interpretation of the news, and for ideas on systems, inventory controls, legal aspects of purchasing, and such important techniques as value analysis.

PURCHASING MAGAZINE

A CONOVER-MAST PUBLICATION

205 East 42nd Street, New York 17, New York
the methods and news magazine for industrial buyers

Purchasing agents in the manufacturing industries spend, on the average, 52¢ out of every incoming sales dollar . . . And in better than 3 out of 4 cases the PA selects the supplier.

Grow with OKLAHOMA!

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

Oklahoma Report

Oklahoma City

No. 4

May 1960

OKLAHOMA CITY FUTURE GROWTH ASSURED

Oklahoma City has okayed a \$55 million trust agreement to build a pipeline to bring water to Oklahoma City from a new lake in southeastern Oklahoma completed last June and now filled to the brim with water. This will nearly double Oklahoma City's water supply, another step toward filling the City's future needs.

DAILY OKLAHOMAN WINS

Competing with 169 of the nation's biggest newspapers, The Daily Oklahoman placed third in the annual N. W. Ayer and Son contest in typography, makeup and printing. This was the Daily Oklahoman's fourth win in the contest since 1933.



16,400 NEW JOBS

Oklahoma gained 16,400 new jobs (non-farm employment) in 1959. New industrial jobs total 4,900 -- resulting from 56 new industries in the state, plus expansion of existing industry. New industrial jobs alone added \$21 millions to Oklahoma's payrolls.

SPRINGTIME SALES BOOST



J. J. Boxberger

"Increased business . . . some as much as 20%" was reported by J. J. Boxberger, manager of the Oklahoma City Retailers Association, in a week-long Springtime Fashion Festival in Oklahoma City.

The Oklahoma City Retailers Association along with the Oklahoman and Times planned the event. Only newspaper promotion was used; a special section of the Sunday Oklahoman launching the activity. This is but another example of how the Oklahoman and Times aids its community in continual sales development at the retail sales level.

BIG WHEAT CROP EXPECTED

Fifth largest wheat crop in the state's history -- up 36% over the 10-year average -- is in prospect for Oklahoma this year. U.S. Department of Agriculture estimates the crop at 90,612,000 bushels.

SPECIAL DAILY-SUNDAY RATE

Use advertising in the Oklahoman Sunday magazine "Orbit," support it with weekday merchandising copy and get substantial savings on a special combination rate. Ask your Katz man for details.

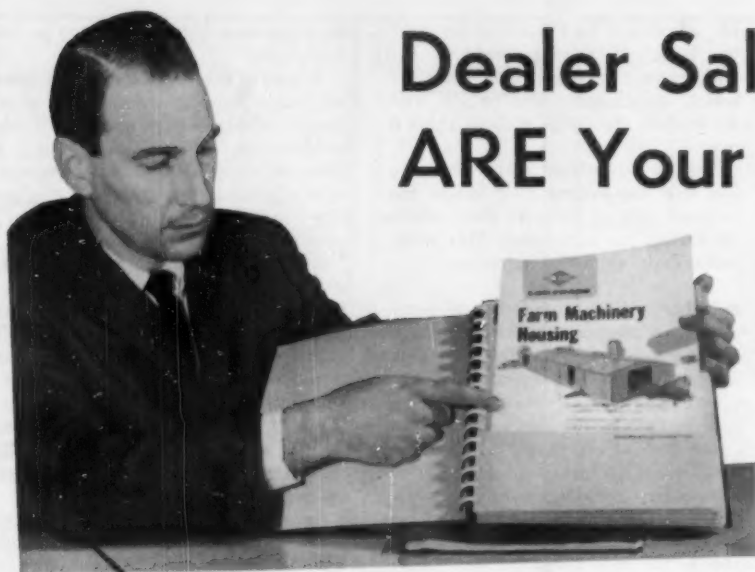
CIRCULATION STILL CLIMBING

In spite of home delivery price increases, circulation of the Oklahoman and Times is still going up! Increases were recorded last year of 11,790 daily to total 270,736 and 5,085 Sunday to total 240,753 (ABC Publisher's Statement, Sept. 30, 1959.) By the end of March, 1960, daily circulation had gained another 5,892 to 276,628 while Sunday circulation had gained 7,842 to total 248,595.

THE DAILY OKLAHOMAN AND OKLAHOMA CITY TIMES

Represented by The Katz Agency

Dealer Salesmen ARE Your Problem!



"We studied the more successful dealer salesmen . . . isolated the techniques that made sales . . . each salesman now carries this fast-moving flip-chart."

Too much sales slack in the Metal Buildings Division of Inland Steel prompted a closer look at its dealer salesmen. Sales analysis showed they needed stronger product knowledge, more pointed approach to sell Lok-Rib and Lok-Frame buildings to farmers.

A young man with purpose in his stride moved quickly across a freshly plowed field towards the distant figure perched astride a bright red tractor. As he hurdled each newly turned furrow of earth, the salesman reviewed his last visit to this farmer—a visit which, like others before it, had produced nothing in the way of a farm-building order for Inland Steel Products Co.

► This morning, however, the rays of a warm spring sun were about to witness a new kind of farm-building sale.

As he walked, he found it difficult to forget his past mistakes. For the most part, he recalled with a touch of guilt, his sales aids and literature had gone unused. Worst of all, he had made little effort to determine the farmer's building needs. And he really hadn't known enough about his own product line.

Now the sales analysis the company had conducted on its dealer salesmen had swept away the cobwebs and, frankly, he was glad. It had hurt at first to find out that it was necessary, but the company couldn't go on with its dealer salesmen batting close to zero, and he knew it as well as the other salesmen. The farmer wasn't

about to buy when the product was presented in a disorganized, incomplete manner. No one had been happy with the situation.

Now, at last, the slender portfolio he carried under his arm this bright, sunny morning contained the ammunition he needed—the results of an intensive research program into the ways in which his sales presentation to the farmer could be improved.

Back in Milwaukee headquarters, Lon Shealy, product manager for Lok-Rib and Lok-Frame buildings within Inland's Metal Buildings Division, had led the charge.

► Shealy (his division makes four distinct lines of steel buildings sold to industrial, commercial and agricultural markets) thought he had solved the problem of his dealer salesman's presentation to the farmer. But the sales analysis of its effectiveness had proved just the opposite. "The dealer salesmen had our literature and sales promotion pieces but they weren't using them. It was each man on his own and the results showed it," he admits.

"We studied the more successful dealer salesmen and quickly isolated the techniques that were making the sales.

"The result is that each salesman now carries a fast-moving, convincing flip-chart on the Lok-Rib line of buildings. Here's how he makes his telling points with the farmer: The chart continuously stresses, visually, the importance of giving farm machinery adequate protection from the weather. Then it hits the farmer's pocketbook by picturing the extra income that he might have made had he been able to store his crops safely in anticipation of rising market prices.

"When the salesman flips to the next page," Shealy continues, "the farmer notes the profit-loss from spoilage and rodent damage as well as a loss of nutrients due to inadequate crop storage."

► The money theme is driven home again with a pictured tabulation of the savings he can realize and, in many cases, an added income of \$1,000 annually is shown. Over a three to five year period, the savings absorb the initial cost of the buildings. Hence the theme, "Lok-Rib, the building you don't have to pay for!"

"We still had the problem of determining needs," continues Shealy, "and we knew our dealer salesmen just were not doing this. Since our product is probably the highest

Dealer Salesmen ARE Your Problem!

(continued)

priced structure of its type on the market (we design for functional requirements), the product must be thoroughly interpreted for the customer in terms of his requirements and value to him before we can convince him to spend the extra money required over cheaper competitive buildings.

"This kind of research produced the second part of the one-two-punch presentation—the Lok-Frame farm planning kit. With this, the dealer salesman starts both the farmer and himself thinking in terms of customer benefits. The flip-chart has sold the farmer on the general need for our buildings; now we move in on his specific building needs with the farm planning kit.

"Once the type of building required has been established, the salesman turns to the appropriate pocket in the

kit, whether it be a building for poultry, hogs, cattle, or general use, and withdraws the plans and literature which, significantly, can be left with the farmer, should he wish to 'think it over.'"

Biggest advantage of the kit is the fact that the salesman no longer has to waste time on subjects about which the farmer has no interest. This point, particularly, sold the salesmen.

► Shealy has provided two extra rounds of ammunition for his dealer salesmen: The kit contains complete information on competitive buildings, which allows the salesmen to point up specific benefits in the Lok-Rib and Lok-Frame buildings and, at the same time, identify corresponding items in competitive buildings which can result in loss of profits. "With this kind of support, even a young salesman new to the field gives the impression of being an expert."

In addition, the kit has been provided with photos of Inland installations in the general area of the farmer. According to Shealy, the community acceptance factor, illustrated in the kit through testimonials, often makes

the difference between gaining or losing a sale.

Inland's dealer salesmen receive additional support through the company's advertising program in trade publications as well as through a comprehensive direct mail campaign which continually stresses the planning and profits aspects of Inland's new program.

As the salesman talks to the farmer, with flip-chart standing on the tractor's motor hood, he quickly cuts through to the farmer's needs as well as his pocketbook. His facts are as handy as his order pad. He customizes a building to a specific requirement and leaves a sketch of the building as well as literature and comparisons of competitive products with the farmer for evaluation.

Says Shealy, "Because he is not under your direct control, you cannot take the dealer salesman's activity for granted. The effectiveness of his sales presentations to the consumer means, simply, that you either make money or you lose it."

For 1959, sales of Inland's Lok-Frame building product line exceeded the forecast by a full 50%. ♦ RAK

Greensboro—GREEN THUMB OF THE NEW SOUTH'S MARKETS

In the Top 20 in Total Retail Sales

Stands Out in Furniture, Household and Radio Sales

Plant your household advertising in Greensboro—the market with a knack for making sales grow. Greensboro sells more furniture, household goods and radios than Charlotte, trails just behind such primary markets as Nashville and Richmond. 42% gain 1958 over 1954—a not uncommon sales gain for advertisers in the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation . . . over 400,000 readers.



Greensboro — In the Top 20
Retail Markets of the South and
in the Top 100 of the Nation.

Write on company letterhead for "1959 Major U. S. Markets Analysis" Brochure of all 292 Metropolitan Markets.

Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.



The Houston Post's circulation soars into first place—daily and Sunday!

According to the latest ABC Publisher's Statements, The Houston Post is Houston's largest newspaper **daily and Sunday** . . . seven days a week!

Like to throw a few figures into the adding machine and see what comes back? Try these: 13,618 more circulation daily and 1,942 more Sunday circulation than the second Houston newspaper . . . and at

the same line rate. The arithmetic is simple. The Houston Post is the obvious buy for the Houston market.

When you plan your next newspaper schedule for the Houston market, remember The Houston Post is Houston's number one newspaper—your **first** buy. The figures tell the story. Use the leader—advertise in The Houston Post.

DAILY*					SUNDAY*	
The Post (Monday-Saturday 6 day average)	The Chronicle (Monday-Friday 5 day average)	The Press (Monday-Friday 5 day average)	The Chronicle (Saturday only)	The Press (Saturday only)	The Post	The Chronicle
209,066	195,448	178,884	101,398	88,667	218,509	216,567

*ABC Publisher's Statement for 6-month period ending September 30, 1959

THE HOUSTON POST

Member



Represented nationally by Moloney, Regan and Schmitt

Sales Management May 20, 1960 83

THE SCRATCH PAD



BY T. HARRY THOMPSON

With bushes in bud and trees in leaf, the northern family recently back from a winter vacation is saying: "This is where we came in!"

While in the weather bureau, let me address an apostrophe to J. G. Whittier, too late for inclusion in his "Snow Bound": Snow, to me, is fearful stuff. Two flakes, and I've had enough.

On its 37th birthday, Time magazine topped the 3-million mark for all five world-wide editions.

Of all the plays-on-words tossed around back there in the NBC-Jack Paar hassle, nobody came up with "Paar for the coarse."

Imp, the world's smallest house-organ, says nothing holds liquor so well as a bottle. It also cites the kind old girl who says to the internal revenue clerk: "I do hope you'll give my money to some nice country."

Joe Bova wath lithping when he thent thith: "An example of etherial. How about Maypo?"

The word "automatic" calls up a device I saw some years ago. It was a dispenser of dog-biscuits. The pup puts a paw on a treadle which releases one bone-shaped biscuit at a time. Is it too late to offer a name for such a gizmo—"dogmatic"?

Borden, the milk people, are still branching out. In February, they acquired the Commercial Ink and Lacquer Co., with a plant and headquarters in Fairlawn, N.J., and a second plant in Whitehouse, Ohio. The firm is a principal supplier of inks and varnishes to the packaging industry. Other products are used in laminating and furniture finishing, and by the automotive trade.

Incidentally, the American Institute of Management has cited The Borden Company as one of 517 "excellently managed" companies.

The aluminum industry is spread-

ing out, too, like the green bay tree, as Don Wharton pointed out in March Reader's Digest. I'm still plumping for aluminum tail-pipes on all motor cars.

What is it about television that makes masters of ceremonies lose all sense of proportion? One will say, for example: "Isn't she terrific?" The answer is: "No. She's just another girl singer, and they're a dime a dozen."

Or a boy singer, to be really fair.

As a world traveler, Ike can't be more than a lap or two behind Eleanor.

And it seems to me that distribution is always a lap or two behind advertising. Kraft advertises blackberry jam, but my favorite super market is still pushing strawberry.

Movie houses seem to be short-sighted, like the railroads. A neighborhood theater that has been hanging on by its eyelashes cut down to week-end shows. Then it gave up its parking lot and I find less reason than ever for going there.

As I paraphrased a long time ago, politics also makes strange bunk-fellows.

Copywriters at Work Dept.

I've used that slug over many an item here, hinting that members of my craft get carried away, leaving "modesty" and often "truth" as just words in Webster's.

Let's look at a few lines from current copy:

"Always smoother because it's slow-distilled."—Early Times bourbon. "The Kentucky bourbon with the definitely better taste!"—Old Taylor 86. "America's most magnificent bourbon."—Old Hickory. "Calvert has more power to please."

"America's most carefully built car."—Chrysler. "America's 1st fine economy car!"—Dodge Dart. "Smoothest flow of power in any car today!"—Buick. "The best taste yet in a filter cigarette."—Old Gold. "Best-tasting smoke in the U.S.A."—Chesterfield. "Tobacco and taste too fine to filter."—Lucky Strike.

"Music's most glorious voice."—Hammond organ. "Easiest to play of all musical instruments."—Lowrey organ. "The most trusted name in television."—RCA Victor. "Swift's Premium, the most trusted words in meat."

"Enjoy the sprightlier, fresher flavor of RC."—Royal Crown Cola. "Relieves tired, aching muscles twice as fast."—Absorbine Jr. "In details, as in passenger concept, United's DC-8 is the best of jets . . . for you!"

Those are just samples of the hyperbole being tossed around while copy-chiefs are on their coffee-breaks. But, if you are a fugitive from a claim-gang, you will agree with me that Fort Bragg should belong to the military and not the marketing group.

Just as you react to a bore at a cocktail party, so the public reacts to advertisers who boast as they boost. Any questions? Class dismissed!

T.H.T.

WHEN YOU'RE MAKING UP THE MEDIA LIST, HERE'S **FOOD** FOR THOUGHT—

The Chicagoans with more money to spend...spend more time with the

CHICAGO DAILY NEWS

The Chicago Daily News carries more food lineage than any other Chicago newspaper—more than any other evening newspaper in the nation. This has been true for fifteen years because the Daily News is read by families who spend more money—on food and

other items—whose median income is \$1070 a year higher than Metropolitan Chicago as a whole. They are receptive readers too—who spend at least 35% more time with their newspaper than readers of the other Chicago dailies.



America's modern way of doing business



The NASA-USAF-Navy X-15 manned rocket gets a vital part . . . delivered with jet-age speed by AIR EXPRESS

X-15 part flies first 3000 miles by Air Express

The scene: Edwards Air Force Base, Calif. Crack engineers work 'round the clock to ready the X-15 for its flight to the brink of outer space. Its engine, built by Thiokol in Denville, New Jersey, packs a 400,000 HP punch—more than the power of two giant ocean liners! Because of an accelerated assembly schedule, some parts—like this turbine pump control—are installed right on the flight line. They must be shipped fast, with kid-glove handling. In short, a job for low-cost AIR EXPRESS. Give your business these advantages, too. Call AIR EXPRESS to speed your products **FIRST TO MARKET . . . FIRST TO SELL.**

**AIR EXPRESS**



CALL AIR EXPRESS DIVISION OF RAILWAY EXPRESS AGENCY • GETS THERE FIRST VIA U. S. SCHEDULED AIRLINES

Will Du Pont's Telar Give Antifreeze A Real 'Permanent'?

As the diamond phonograph needle took the "permanents" off the hook, two new auto "coolants" are seen as the big hope in the antifreeze market. Closely following the announcement of Dow's Dowgard, Du Pont offers the "first never-drain coolant."

The antifreeze heat is on. Two leading chemical companies have already entered a major competitive battle to get a big hunk of the \$250-to-\$350-million antifreeze market, which takes in more than 300 products.

Following closely on the heels of The Dow Chemical Company's introduction of a coolant called "Dowgard," which, company spokesmen say, can be used summer and winter but has to be replaced once a year,

E. I. du Pont de Nemours & Co. has announced a new antifreeze and anti-rust product that doesn't have to be drained each year. It will be powerfully pushed with a multi-million-dollar advertising campaign.

Ever since the horse disappeared from the front end of buggies, motorists have been pouring something called "antifreeze" into the radiators of their cars each fall and throwing it away the following spring—at least they were supposed to. In recent years

some of the antifreeze marketers labeled and promoted their products "permanent," but what happened as a result wasn't too good for them. (See "Permanent Claim for Antifreeze Backfires on Its Sponsors," SM, Sept. 19, 1958, page 33.)

Du Pont's new antifreeze and anti-rust product is called "Telar." Climaxing 15 years of research and five years of road tests, it will, according

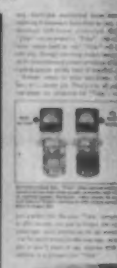
* Telar is Du Pont's trademark.

New Du Pont **Telar** is the first NEVER DRAIN anti-freeze and anti-rust coolant!

PATENTED FORMULA

- Prevents freezing in winter
- Maintains perfect cooling in summer
- Rust-inhibits all cooling systems inside of your motor!
- Contains Color Check which changes the solution's color if cooling system trouble threatens it!

NEVER NEEDS DRAINING



Commends installed price of \$9⁰⁰ per gallon!
Pays premium profit on every sale!
Sold exclusively through servicing dealers!



Telar

the superior anti-freeze and anti-rust coolant

RECORD AD BUDGET—Multi-million-dollar Telar budget is largest Du Pont ever set for a consumer product. Barrage of

triple- and double-page ads introduced new antifreeze to trade in magazines in April, will run through September.

Will Du Pont's Telar Give Antifreeze A Real 'Permanent'?

(continued)

to Du Pont, stay fresh year after year in a properly serviced cooling system.

"Actually," says M. A. Stephens, sales manager, Du Pont antifreezes, "manufacturers have been aiming at this target for some time. At Du Pont, we believe the biggest obstacle to the creation of a never-drain product has been the lack of a suitable corrosion inhibitor, or a means of detecting a cooling system failure which causes contamination of the coolant, and can lead to expensive damage.

"While all standard antifreezes available today include inhibitors that limit or prevent attack on cooling system metals by the antifreeze solution, none are recommended for more than one season. Poor inhibitor performance results in rust buildups that impair proper heat transfer and cause clogging—the main source of summertime boilovers. A proper inhibitor, then, is the key to the whole problem. We believe we have this key—a truly permanent antifreeze. Telar prevents freeze-ups in winter and maintains perfect cooling during hot summer driving. When added to a cooling system, it brings corrosion to a halt. Cooling passages remain clear.

► "For an extra safety feature," Stephens continues, "we have added 'Color Check' to the formula of Telar. It is what we call our 'confidence factor.' For years motorists have been urged to drain their antifreezes every spring, and the specter of corrosion has haunted those who didn't. Even though we can now tell our customers not to worry, some will. To reassure these motorists, we have designed Telar to change color if cooling-system failure should contaminate it. The coolant changes from red to yellow. A peek into the radiator is all that's needed. If motorists see red, they need not worry. If they see yellow, they'd better drain it and have the cooling system defect repaired."

Asked how Du Pont explains two rather contradictory statements: first, that Telar is a never-drain antifreeze and then that it should be drained if it turns yellow, Stephens counters:

"Actually, less than one percent of the cars using Telar are expected to experience this difficulty. The color-change warning has indicated contamination in only one out of more than 300 test cars—many of which are starting their sixth year with the



15-YEAR CLIMAX—The target of a "never-drain" antifreeze was propped up at Du Pont in 1945. After 5 years of tests, company claims a real "permanent."

original Telar in them. But a cooling system can develop trouble through no fault of the coolant, for instance, through a leaking head gasket. Now for the first time an antifreeze can be recommended for continuing use because our Color Check tells when serious trouble occurs. Occasionally it is necessary to add more Telar to keep the freeze protection at the desired level, to make up for mechanical losses and dilution from addition of water."

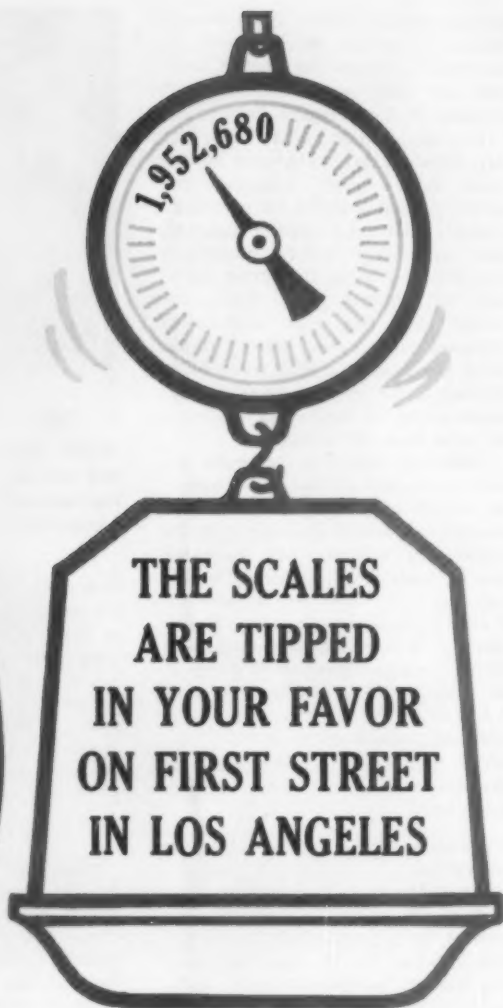
Obviously, Dow and Du Pont are attacking the problem of corrosion from two different standpoints. The basic differences between Dowgard and Telar are these:

Dow maintains that any—even the thinnest—coating markedly cuts down the heat transfer ability of an engine. Transfer of heat from the inside of an engine to the outside, Dow says, is the main purpose of the cooling system. Therefore, instead of coating the inside of an engine, Dow has eliminated the problem that demanded a coating: Dowgard contains deionized water, which means that the ions have been taken out, leaving a chemically pure water. Ions, Dow explains, are electrically charged atoms which serve to greatly accelerate corrosion.

Du Pont maintains that the powerful inhibitor in Telar more than takes care of the normal minerals found in tap water which tend to contaminate the cooling solution. Car owners, Du Pont claims, get longevity with Telar through the stronger inhibitor which allows them to use it up to a point where some serious cooling system failure contaminates it. According to Du Pont's experience with its test-car fleet, this rarely happens.

Du Pont also makes Zerex (permanent type) and Zerone (economy type) antifreezes, which have to be removed each spring. With all the advertising of Telar, a never-drain antifreeze, what's going to happen to them? Didn't Du Pont take a chance on putting them out of running?

"Not at all," says Stephens. "During all the years of our research and development of Telar, we had no doubts about continuing sales of Zerex and Zerone. We believe they will continue to sell just as much as they ever did—maybe more. For many years they have been highly promoted antifreezes and millions of car owners have become accustomed to buying them. In their respective fields, that is, 'permanent-type' antifreeze and economy methanol antifreeze,



Veteran media men watch where grocers put the bulk of their advertising. In Los Angeles, they watch *The Times*. That's where local grocers put 44.6% of their 1959 newspaper advertising (1,952,680 lines) . . . more than in the two runner-up papers combined.

Local grocers know where the customers are and how to reach them successfully. And general food product advertisers follow suit. In 1959, they specified *The Times* for more than 46% of their Los Angeles newspaper advertising.

Either way you look at it, the place to start selling food in Los Angeles is on First Street. That's the home of *The Times*.

First in the Nation's No. 2 Market

LOS ANGELES TIMES

NATIONALLY REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

Sales Management May 20, 1960 89

there is nothing better. Even though Telar is a superior product, with its never-drain feature and Color Check, there are many car owners who will continue to buy regular antifreezes.

"Our philosophy is this: Over the past several years, antifreeze buying trends have clearly indicated the motoring public's desire for antifreeze products that offer greater convenience and longer-lasting protection. One indicator is the increasing popularity of ethylene glycol base antifreezes over the more economical methanol antifreezes which dominated the market a few years back. Another is the growing trend toward re-use—using the same fill of antifreeze for more than one season.

"Although antifreeze marketers, the National Bureau of Standards, American Society of Testing Materials and others have warned against re-use, the number of re-users has increased steadily each year. According to Du Pont's surveys, last year about 40% of all motorists were re-users. Unfortunately, it is an expensive practice for many motorists. Short of a chemical analysis, there has been no way to tell when the rust inhibitors in the antifreeze have been depleted to the extent where the solution becomes corrosive and damaging to the cooling system."

► He adds, "The strong desire for the convenience of a never-drain antifreeze on the part of such a large segment of car owners makes our new product, Telar, a natural. The indications are clear that the trend is toward long-lasting antifreezes and we're happy to have the first one. It's a real breakthrough.

"As to Telar's tending to shrink the sales potential, this probably should be given some consideration. However, longer-lasting products have been marketed every year in the automotive industry, yet sales curves have continued to go up as a result of an ever-growing market. Passenger car registrations are expected to increase from 56 million in 1960 to an estimated 69 million in 1965. This represents a substantial increase in sales potential for antifreezes.

"While there is considerable interest in our never-drain antifreeze, we don't expect the mass market to be converted overnight. Our Zerex and Zerone antifreezes have been popular for years and we will continue to promote them aggressively and back them with heavy advertising."

In addition to the fact that Zerex and Zerone are established products with a proved sales appeal, Stephens points out that a change in car owners' antifreeze buying habits indicates



TELAR INHIBITS RUST—Corrosion risk and summer heat made yearly draining necessary. Telar coating is said to protect for years—summer and winter.

that there is a bigger sales potential for servicing dealers. The most recent of Du Pont's continuing market surveys shows that servicing dealers had a bigger share of the antifreeze market last year than the year before. This gain was largely due to the new carry-out prices which made the servicing dealers competitive with non-servicing retail outlets. The trend, Stephens says, is back to servicing dealers.

In 1960 Du Pont looks forward to a bigger year for Zerex and Zerone. As car owners who are do-it-yourselfers continue to become more aware that they can now buy their antifreezes from servicing dealers at the carry-out price, the amount of this business will increase even more, Stephens believes. These, he says, are plus sales to the dealers' regular installation business.

► There are three types of antifreeze buyers, Stephens points out, those who buy on price; those who will continue to buy a product they have used successfully for years; those who want the best regardless of price. "With Du Pont's family of antifreezes—Telar, Zerex and Zerone," he says, "we can now satisfy the needs and pocketbooks of all car owners."

Telar will be sold only through servicing dealers: service station operators, car dealers, repair garages. Du Pont sells through distributors, and the company salesmen who have been selling Zerex and Zerone will also sell Telar.

The reason Telar will be sold only through servicing dealers is that proper servicing of cooling systems is important at the time of installation. The cooling system, Stephens explains, must be in good shape or the

car owner will not get the full benefit of Telar protection. The cash-and-carry outlets, he says, are unable to offer this service.

Supplies of Telar will be available by early summer. Dealers will sell it for \$5 a gallon, installed. Dowgard sells for \$2.25 a gallon, installed, but it is not a concentrate such as Telar is. Therefore it will cost \$10.20 to fill a conventional automobile cooling system with Dowgard. Du Pont maintains that protection to zero degrees with Telar for the average car (18-qt. cooling system) will cost \$7.50.

"We believe," says Stephens, "that there are two reasons why car owners will pay \$5 a gallon for Telar:

"1. The never-drain feature makes it less expensive in the long run because it offers much more than the so-called 'permanent' antifreeze.

"2. The record amount of well planned advertising behind Telar will make car owners aware of its many convenience features."

The multi-million-dollar advertising budget behind Telar is the largest Du Pont has ever appropriated for a consumer product, says W. W. Carty, advertising manager.

The advertising strategy is to get people to know about Telar and its convenience features, to buy it and use it. It will be timed for scheduling when motorists are aware that they need an antifreeze. Du Pont believes that awareness of a need is the first step to acceptance and purchase of a product—particularly a new product.

► To introduce Telar to the trade, 2-color, double- and triple-page advertisements started to run in April and will continue through September. It is the heaviest schedule for Du Pont antifreeze advertisements ever placed with business papers. The ads are being scheduled, through Batten, Barton, Durstine & Osborn, Inc., in Gasoline Retailer, Super Service Station, Service Station Management, Motor, Motor Age, Automotive News, Southern Automotive Journal, plus numerous local dealer association publications.

All consumer advertising has been planned to create a distinctive and positive Telar image—an image which is supported by the product itself. It will communicate all features that set Telar apart from and above competitors' products.

Television will get the biggest slice of the budget. The strategy is what Du Pont calls a "scatter plan": minute announcements over established network shows (ABC and NBC) which will begin early in the fall, reaching a peak in October and November and



HOW TO MAKE A BIG BIG-CITY IMPRESSION

Do what so many big, important impression-makers do to cultivate New Yorkers. Parade your product before the audience of TV GUIDE's New York Metropolitan Edition. You'll impress more than 1,400,000 families, one out of four TV homes in the entire area. This is by far the largest circulation of *any* magazine in America's greatest market.

And like Pillsbury, Hoffman Beverages, New York Telephone Co., you can have full color in the New York Metropolitan Edition. Order *any* issue. No regional-buy complications here! Or you can use two colors or black-and-white. All at America's most efficient magazine page cost per thousand.

It's a great way to influence the people!

HOW MAJOR MASS MAGAZINES COVER THE NEW YORK AREA

<i>Minimum unit to cover the New York area</i>	<i>Circulation of minimum unit</i>	<i>4-color page cost</i>
TV GUIDE New York Metropolitan Edition	1,402,450*	\$5950.00
Reader's Digest New York Metropolitan Edition	1,000,000	\$5480.00
Look Magazine Middle Atlantic Zone 2	1,258,000	\$9750.00
Post Select-A-Market New York, New Jersey	664,476	\$5538.00

*Publisher's estimate—1st quarter 1960

**Best-selling weekly
magazine in America...
circulation over 7,250,000**



extending into December. All commercials will be animated.

Newspapers will get the next biggest share of the advertising budget. Their audiences have been carefully researched and individual newspapers have been selected to cover, with high-frequency campaigns, all major antifreeze markets throughout the country.

Next comes radio, which will be used for saturation campaigns—one-minute commercials—in all key markets throughout the country.

► Always a heavy user of outdoor 24-sheet posters for its antifreezes, Du Pont will schedule them to tell the Telar story in 1,800 communities. They will be timed to attract motorists' attention when they are out driving during the fall and winter months.

The consumer magazine schedule at this time has not been completed, but in all probability, Carty says, advertisements in full color will be run in three mass-circulation magazines. They will be announcement-type ads, and will be scheduled to start running in the early fall.

Sales promotion is being geared for more profitable selling on the part of

servicing dealers. Since Telar will be sold through distributors, everything possible is being done to equip their salesmen with sales tools to convince dealers that it will be profitable to stock Telar to meet motorists' demands for it, demands which Du Pont maintains its powerful advertising push will generate.

Du Pont salesmen have full responsibility for seeing that distributor salesmen are equipped with everything they need to organize their sales pitch in advance of each call on a servicing dealer. They are now conducting distributor sales meetings to point out the Telar selling points. They are being told to keep in mind such facts as these:

Money talks. If for no other reason, the simple dollars and cents facts about Telar are reason enough for dealers to stock it in anticipation of increased volume and profitable sales.

Telar is the door-opener for sales of additional items. Most dealers stock a number of cooling system products which Telar will help them to sell. When a car owner decides to buy a long-life, premium-price product such as Telar, he naturally will want to do everything he can to make sure he

gets full value from his investment. This means he'll want a complete cooling system checkup, giving dealers the opportunity to sell hoses, clamps, fan belts, etc.

To help distributor salesmen explain how the Telar Color Check works and what it means as a sales builder, Du Pont has prepared a special Color Check demonstration folder. One of the two samples of Telar in this folder contains a small capsule of the same kind of acid which could be formed in a faulty cooling system. The salesman merely squeezes it and the acid will turn the solution's color to yellow while the other sample of Telar remains red—proving that it is completely safe. Distributor salesmen leave one of these demonstration folders with each of their dealers so that the latter can demonstrate for consumers the exclusive advantage of Telar Color Check.

"With our consistent trade and consumer advertising," says Stephens, "dovetailed with a powerful servicing dealer sales promotion program, we are confident that Telar will have a tremendous impact on the entire antifreeze market. We are expecting substantially increased sales." ♦ AE

The New, Improved CARD CASE



No. 977 Card Case

Illustrated — Black Genuine Morocco

Perfect as a gift to your customers and good prospects . . . *because* every man — and woman — can and will use it for credit cards, driver's license, other identification cards and photos . . . *because* the eight clear plastic wings will hold sixteen cards . . . *because* the pocket holds cards and booklets . . . *because* the price is so low for so fine an article.

PRICES

100	250	500	1,000 Up
\$1.15	1.10	1.05	1.00 Each

Available in black genuine morocco, tan genuine English pigskin or ginger genuine cowhide. Individually boxed.

Your ad — if desired — stamped in genuine gold at no extra charge.
For sample — send \$1.00 (no ads or names stamped on samples)

ADVERTISING CORPORATION OF AMERICA
Manufacturers Holyoke, Mass.

Culture, too,
flourishes in
the market
on the move!

TAMPA- ST. PETERSBURG

Although the Tampa Bay area is known as Florida's industrial hub, the esthetic side of life is by no means minimized in the "market on the move."

A typical example — the Tampa Philharmonic, established in 1936, which numbers among its guest artists the British pianist Moura Lympani, John Sebastian, and famed tenor Jan Pierce.

Dominating this important cultural and industrial center is the station on the move, WTVT — your most profitable buy in the entire Southeast!

SHARE OF AUDIENCE

44.3% . . . Latest ARB

9:00 A.M. - Midnight

CHECK THE TOP 50 SHOWS!

ARB		NIELSEN	
WTVT	34	WTVT	34
Station B	16	Station B	16
Station C	0	Station C	0

Station on the move

WTVT

TAMPA-ST. PETERSBURG



CHANNEL 13

THE WKY TELEVISION SYSTEM, INC.

WKY-TV/WKY-RADIO • Oklahoma City

Represented by The Katz Agency

*Alfredo Antonini,
world famous
Resident Conductor of
Tampa Philharmonic
Orchestra;
Musical Director of
Columbia Broad-
casting System.*

Highlights of an interview by Chilton with the

"...business papers are



The multitude of people, great and obscure, whose sight and appearance have benefited from the Shuron Optical Company, could not be counted. For this large Rochester, N.Y., firm has been in business nearly a century. Its history has been a rewarding one. Shuron is in the enviable position of being the world's largest organization devoted exclusively to the ophthalmic professions and the principal manufacturer of optical laboratory processing equipment. Many of the changes in style and construction that have taken place since around Civil War days were Shuron-originated. This company's sales organization operates through an efficient system of regional and territorial managers and representatives. Its marketing team includes Raymond H. Anderson, Gen. Sales Mgr.; Robert VanReypen, Product Mgr.; Egil Ruud, Field Sales Mgr.; Thomas Marion, Sales Promotion Mgr.; and Coleman H. Mallery, Adv. Mgr. Recently we had a pleasant interview with Shuron on the subject of business magazines. We present it in brief form on the opposite page.

Marketing Team of the Shuron Optical Company a major selling tool"



1 Mr. VanReypan: "Business magazines and trade journals are important media that we utilize for introducing and promoting our major product lines to the ophthalmic trade and professions. They provide a continuing opportunity to bring our name and our products to the attention of all segments of the growing optical world. We look upon such product advertising as a real means of gaining and holding product acceptance."

2 Mr. Marion: "There is no question about the value of the market-

ing assistance a business magazine can offer. We need to know more than we have in the past about our markets, and it gets to be expensive for each manufacturer to rely on his own resources to research them constantly. Manufacturers would have to pay good money for the kind of research that business magazines hand them."

3 Mr. Anderson: "There are many ways to sell, of course. Certainly advertising and sales promotion are two important functions, and business papers are a major selling tool. Style has meant so much to our industry—and business publications contribute heavily to acceptance of style in eyewear. Our styles can be presold to distributors through business publications. The very substantial portion of our annual expenditure that goes into business papers reflects their importance in selling Shuron products."

4 Mr. Mallory: "We always consider business magazines the backbone

of any advertising promotion campaign. A few years ago we included a 4-page insert on 'Eye Care' in business magazines and got 3000 replies. We use spreads in optical publications reaching a potential of 90,000 circulation. There are only 30,000 possible outlets in our industry, so we reach every outlet three times a month—get about two million impressions a year—theoretically. I don't know where else we could get the same results for what we spend as in business publications."

5 Mr. Ruud: "Our present market has undergone major changes from what it was 10 years ago. We need all the information we can possibly get to intelligently plan our approach in this dynamic market. Business magazines have been of help to us by providing information on industry trends and thinking that aid us in formulating our approach to product and sales planning. They are also important to us from a sales standpoint, in that we can reach our customer with sales points that help 'pre-sell' our entire line of ophthalmic materials."

Chilton, one of the most diversified publishers of business magazines in the country, amasses the experience and resources to make each of 17 publications outstanding. To help you get better results from your advertising, Chilton now makes available an intensified Marketing Assistance Program (M-A-P). Special skills and facilities in marketing research add a new dimension of strength to the editorial excellence and quality-controlled circulation of Chilton publications. A representative will be glad to confer with you. Write for a "Guide to Chilton's M-A-P." It gives full details.

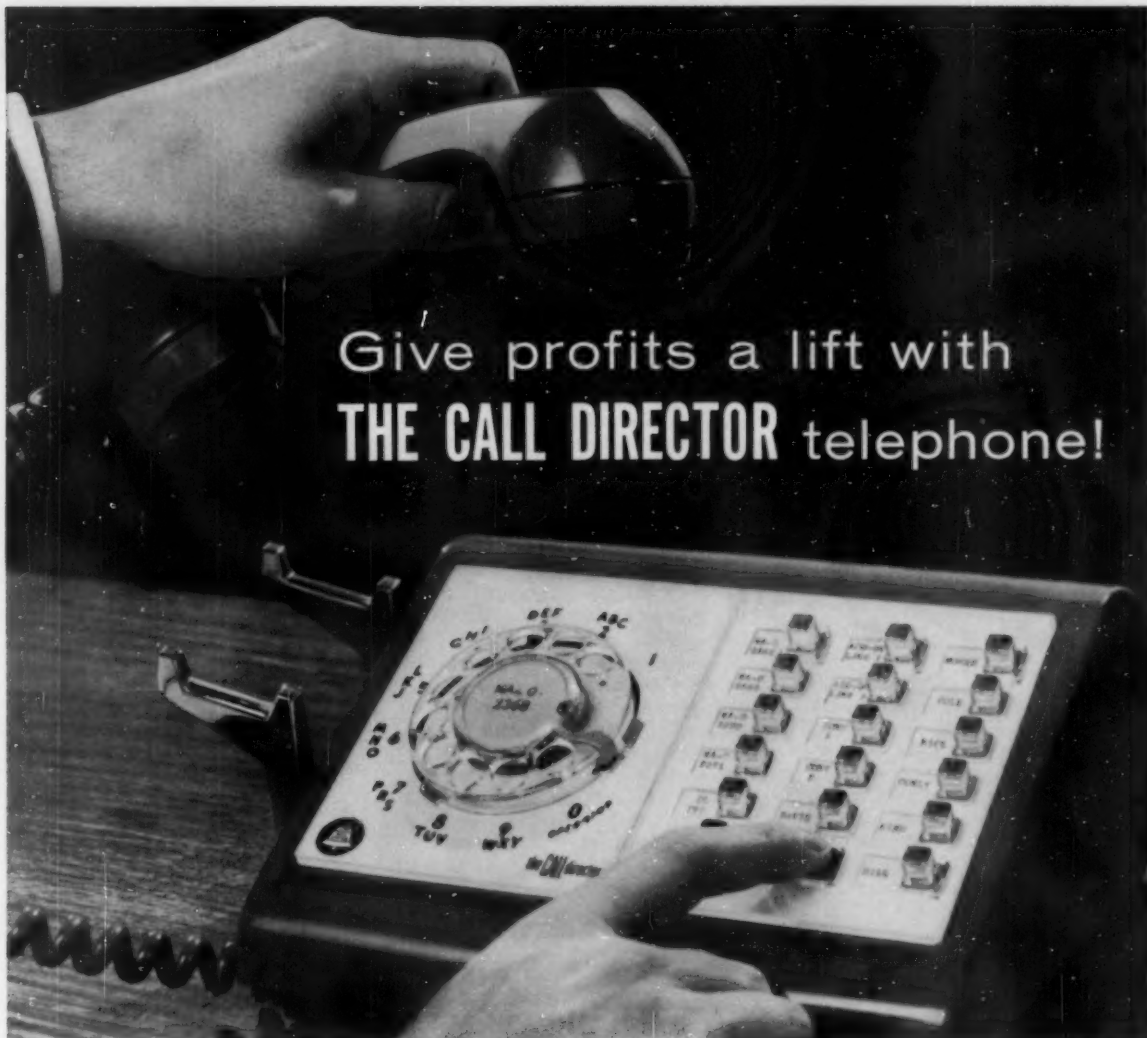


CHILTON PUBLICATIONS

Chilton Company, Chestnut and 56th Streets, Philadelphia 39, Pennsylvania

Publisher of: Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder • Gas Commercial Car Journal • Butane-Propane News • Electronic Industries • Aircraft & Missiles • Optical Journal • Motor Age • Hardware World, Jewelers' Circular-Keystone • Distribution Age • Product Design & Development • Chilton Research Services • Business, Technical and Educational Books

Sales Management May 20, 1960 95



Give profits a lift with **THE CALL DIRECTOR** telephone!

The Call Director telephone is available in 18-button and 30-button models—in green, gray or beige.

Just look at the ways you can use the Call Director telephone to increase operating efficiency and profits...

- You can talk with others in your office, store or plant by merely pushing a button or dialing a number. If you get a busy signal, a special "camp-on" feature automatically connects you when the line is free.
- You can add another inside person to an outside call and have a three-way conversation. You save the time and bother involved in transferring calls back and forth.
- You can set up a telephone conference with as many as six people—at

the touch of a button. Several different conference groups can be arranged. No need to reserve meeting rooms. No lost time in corridors and elevators. You get down to business *fast* by phone, right at your desk.

- You can have as many as 29 outside, extension or intercom lines at your fingertips all the time. You get more done, because you don't have to leave your office so often.

Never before could a business phone serve you so effectively!

Learn how the new Call Director telephone with Bell System intercom can

be tailored to your firm's exact needs and improve its profit picture. Just call your Bell Telephone business office, and a Bell representative will bring you the whole story. No obligation.



This six-button telephone also offers a range of flexible intercom features.

BELL TELEPHONE SYSTEM



A Message For Tomorrow's Managers

In a society which places new demands on leadership, the social responsibility of management is increasingly significant. For young managers, especially, it is time to weigh personal integrity against some of the more cold blooded business "tools."

By LOUIS AMATO
Western Regional Sales Manager, Ditto, Inc.

Perhaps the most challenging position in management is the supervision of salesmen, who do most of their work away from the boss's guiding hand. And with just 25% of salesmen selling 75% of the goods, the challenge is obviously not being properly met.

In the few hours a day, or less, that the manager sees his salesmen, he must exert enough influence to carry through on the out-of-touch time. He must give his men lasting direction, motivation and inspiration.

Today, the management role per se is especially vulnerable. Not only must it justify its effectiveness, but also its very right to the leader position. In tune with the times, in which no area is out of the public spotlight, management must be thoroughly equipped to stand the scrutiny of society. Power over people carries with it social responsibility.

The rash of books and courses on management and leadership certainly point up the new attention to this subject. People are searching for some kind of philosophy to help them understand more about the reason for their work than the pure dollars-and-cents angle. Managers and employees alike want their jobs to be more than

an affair with a time-clock. They need new satisfactions to fill the emotional voids created by increasingly larger, and less personal, business operations.

Here's where the sales manager comes in. Unless he, himself, can find the way to emotional satisfaction in his job, he will surely fail in giving his men the proper leadership.

If we are honest, we must admit that many of the people selected for management positions are lacking in basic leadership qualities. The young sales manager, in order to live up to his responsibility, must have good judgment, maturity, and integrity—but of these requirements, only the lack of integrity is unforgivable.

► The dictionary describes integrity as moral soundness, honesty, freedom from corrupting influences or practices, strictness in the fulfillment of contracts.

Is the young manager morally sound? Is he free from corrupting influences or practices? Does he keep his promises and fulfill his obligations? Is he honest? What are his motives? Why did he want to become a manager? If in answer to these questions he secretly feels that he likes dominion over people . . . management pays him

more money . . . the job offers more prestige . . . or he can more easily hide until retirement—if this is what he feels, he had better pack up his wares and find new work. For nothing singles out a manager-failure faster than his disinterest in others, his unwillingness to develop strengths of his people, or his lack of high work performance. The sales manager who is not management-oriented with a sincere desire to contribute both to the growth of the organization and the individual, will soon be found out.

Under such a man communication fails completely—he can never exert influence that stays with men when they are out of his sight. With salesmen especially, lack of sincere, honest motives is sudden death. Supervision and direction, inspiration, motivation, enthusiasm and high work standards simply don't exist under such a "leader." And the salesman, knowing that he cannot respect his manager, looks for other employment.

► Secondly, the young manager must have a capacity for maturity. It is this quality that permits him to use authority without fear of being disliked—or becoming unpopular. The mature manager knows his own weaknesses

NEW GAME REMINDS SALESMEN TO SELL MORE, BETTER!



sample only **\$4.49**
quantity prices on request

• Here's an easy way to hammer home forgotten selling fundamentals again and again. It's the SalesDarter.* Every game a training session. Your salesmen, distributors, dealers, customers will love it! Give as gifts, or sell co-op. Ideal for meetings, hospitality suites, playrooms. Size: 17 $\frac{3}{4}$ " x 17 $\frac{3}{4}$ ". Printed 3 colors. Individually packed with 3 darts. Order sample today!

*Trademark of Close & Patenaude

mail to Close and Patenaude

1617 Pennsylvania Blvd.,
Philadelphia 3, Pa., LO 8-4224

- ☐ Please send sample SalesDarter, postpaid. I enclose check for \$4.49.
- ☐ Please send sample SalesDarter and bill me \$4.49 plus postage.
- ☐ Please send descriptive literature and quantity price list.

Name _____
Title _____
Company _____
Street _____
City _____ Zone _____ State _____

A Message for Tomorrow's Managers (continued)

and strengths and accepts himself with humility. He can therefore accept the weaknesses of others. He knows his own motives are honest and he is not uncomfortable in the position of leader. His willingness to serve others is demonstrated in his daily work; and his people are willing to grow under his influence.

Gandhi, the gentlest of men, was able, through his influence with his people, to make the great British Empire capitulate. The humble Jesus Christ has influenced men in all walks of life for twenty centuries.

Or the young manager could read about Albert Schweitzer, or Lincoln, but always he would find the secret of great leadership is a selfless service of others—this is the greatest maturity a person can attain.

Consider Joe, a personable young salesman, who started out on a selling career full of enthusiasm. He had a flair for selling and made fast progress. Suddenly Joe lost interest in his work. All it would take now is one small bid to get him over to a rival's outfit.

There are thousands of Joes, who start out well, but somehow lose interest along the way. For each Joe there is an immature manager who cannot express appreciation for work done well, who is unapproachable when people need help, who is subconsciously jealous of progress others make, who is not sensitive to the needs of others—who plainly can't lead.

The mature manager can allow people to be themselves—helps them to become their best selves. He can lose himself in the interest of others and doesn't need to recount the great feats he experienced during his selling days. He helps people neutralize their weaknesses by building up their strengths. The manager who is mature enough to have humility is truly blessed with strength. This man can be content quietly, meekly working his influence with people—remaining in the background, seeing his people grow.

► The young manager must have a set of personal values. He uses these values in making judgments and the people he supervises will come to know and respect them. It is in this area that the manager will find his greatest challenge.

Time after time he will be tempted to solve a problem with some hurried solution which, if he is honest with himself, is not in line with his funda-

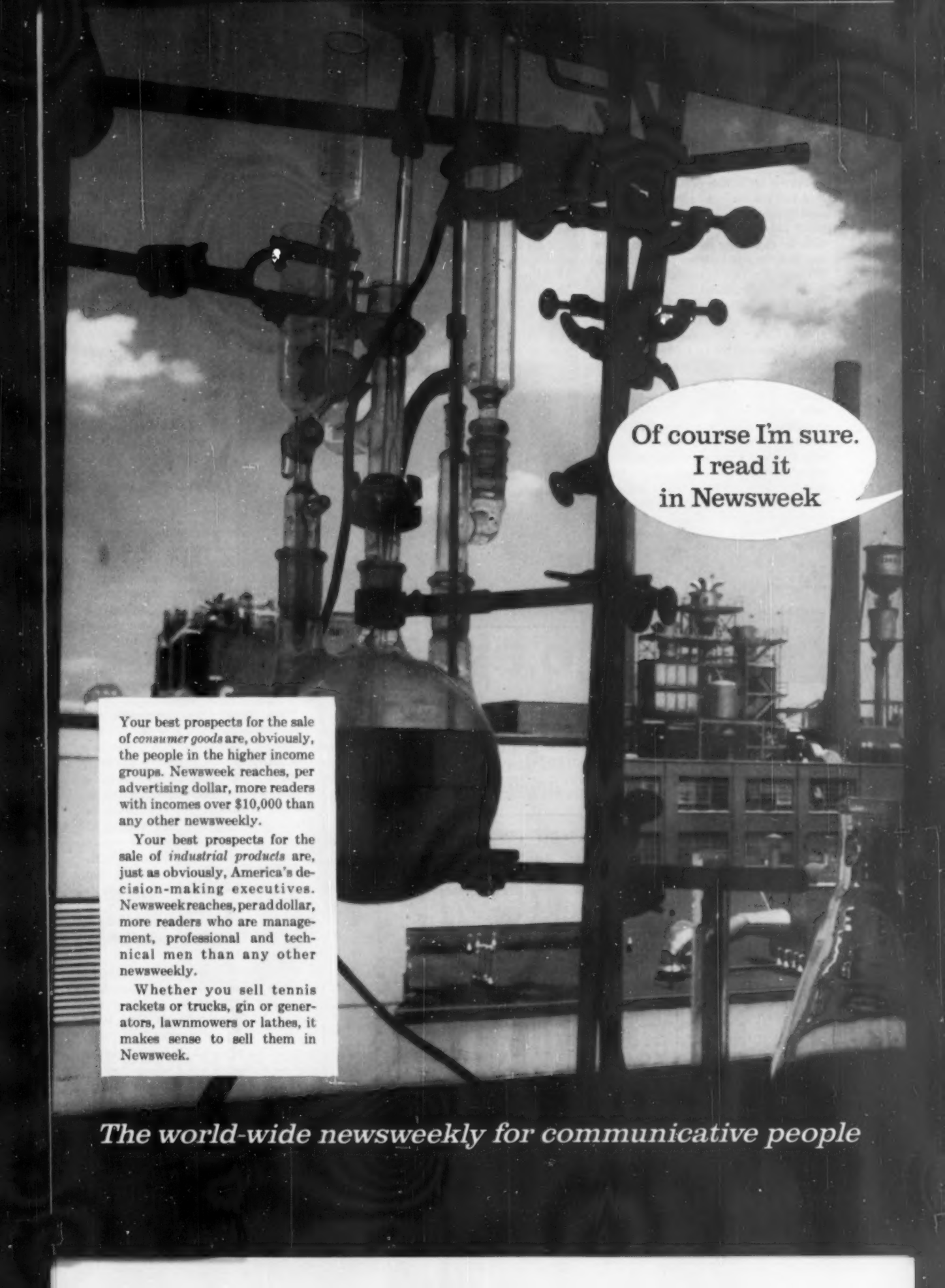


LOUIS AMATO, western regional sales manager of Ditto, Inc., has a 26-year record of attainment at his company behind his advice to young managers. Starting as office boy in 1934, he has run the entire sales gamut, from junior salesman on up to his present post. He was elected 1957 "Boss of the Year" by the National Secretaries Assn., Westport Chapter.

mental code of ethics. His problems are no different from those of any form of human endeavor. Nothing can be farther from the truth than, "Business is business." Business is just a part of life and the same rules of life apply. The young manager must face his deep feeling for others—his love for his fellow man, his deep-seated anxiety to be just in his treatment of other people and in his own self-fulfillment. If he lacks such feelings, or is unable to apply them to every aspect of managerial decision-making, he will soon be disregarded and distrusted.

The manager who can demonstrate that he respects the dignity of the individual, that his motive in managing is to find expression of his need to serve others—will be twice rewarded: His first reward will be personal satisfaction and happiness in his work. His second reward will be success in a management career.

It is good business for a company to select managers who are interested in others, simply because these people can lead more effectively. The company must communicate with all employees and a blockade caused by



Of course I'm sure.
I read it
in Newsweek

Your best prospects for the sale of *consumer goods* are, obviously, the people in the higher income groups. Newsweek reaches, per advertising dollar, more readers with incomes over \$10,000 than any other newsweekly.

Your best prospects for the sale of *industrial products* are, just as obviously, America's decision-making executives. Newsweek reaches, per dollar, more readers who are management, professional and technical men than any other newsweekly.

Whether you sell tennis rackets or trucks, gin or generators, lawnmowers or lathes, it makes sense to sell them in Newsweek.

The world-wide newsweekly for communicative people

poor leaders divides the company from the body of its people.

Good leadership results in high spirit in the group. This creates high profits because people give more of their thought and effort to the welfare of the company.

► Along with the personal qualities that will enable him to lead, the young manager is furnished certain management aids by the company. In addition to authority, he has procedures and policies, techniques and facilities. Without the proper understanding of, and regard for, these things, he cannot operate.

Objectives of the company must always be a prime consideration. It is up to the manager to synthesize them with his personal objectives and values. He must create from this amalgam a code of behavior that results in satisfaction for both his company and himself. It is here that many managers are hopelessly confused—unable to fuse their own values with the objectives of the company into a business conduct. And if a man's personal values are not an integral part of his business ethics, he will fail as a leader.

The young manager should be

happy that policies and procedures are available to guide his action so he does not need to exercise complete judgment in all areas. He is responsible for his unit, including the people who comprise it. He cannot excuse himself by placing the blame for disregard of company policy and procedures on others. He must see that his unit, including himself, observes the company policy in its strictest interpretation.

This does not preclude his right to dispute the policies—constructively. (His questioning, however, must never be done in the presence of, or to the knowledge of, his subordinates.) A company could not long exist with a preponderance of managers who blindly followed policies they did not subscribe to. Indeed, in America today, progressive companies give managers every opportunity to criticize policies or procedures. The manager should feel that one of his main contributions is to criticize, constructively, and bring in fresh, new ideas.

The third grant from company to manager is **authority**. Herein lies a real danger, for he is confronted at once with three problems regarding authority:

1. He does not use his authority for fear that he will use it improperly.

2. He uses his authority as a bludgeon to whip people into line.

3. He subconsciously did not like authority when he was subjected to it and now dispenses with it entirely.

The only way the young manager can avoid improper use of authority is to establish high work standards for his unit. And he must conform to the high performance standard himself, in everything he does. In fact, it would be better if his performance is so high that others cannot attain it. He must discipline himself more firmly than he does others in his unit. In this way he sets the tone and the spirit of his group. He is then—and only then—within his leadership right to criticize poor performance.

Further, to keep from using his authority unwisely, he must always allow his decisions to stand in judgment of both his subordinates and his superiors. He cannot use his authority as a final decree that will affect the lives of others.

► His basic responsibility includes the right to cut out poor performance as in the Parable of the Fig Tree. First he must "dung the tree" with fertilization of his own patient counsel, training and supervision. If, after this process of constant attention and care, "the tree does not produce fruit," he must "cut it down." He owes this action to his unit, his company and to his own high work performance standards.

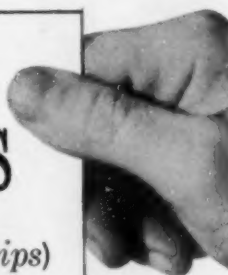
Many men become managers, and they can reach a safe plateau; but few men ever become leaders. There is a real difference between the manager and the leader. The things that make a good leader cannot be handed down by the company. He can never be given good judgment, maturity or integrity—or a set of personal values. These he must attain by himself. Without them he will, at best, reach a level of safe mediocrity—or he will fail. In the end he must satisfy not only the company and the people he manages, but, more importantly, himself. ♦

For further reading on this subject, reprints are available of articles which appeared in previous issues of SM called, "A Heart-to-Heart Talk With a New Sales Executive," 4/5/57, price: 15 cents; and "What it Takes to Be a Manager," 4/1/56, price: 50 cents. Write Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.

PRODUCT

FACTS

(at the fingertips)



A Perrygraf Slide-Chart is a tested, powerful tool for more efficient and profitable selling. These simple devices put essential facts about your product at the fingertips. Just turn a disc or pull a slide to tell a sales story, select the proper size and style, show how equipment operates, or solve an engineering problem. If you have a complicated or demonstrative sales story to tell, you need a Perrygraf Slide-Chart.

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PERRYGRAF CORPORATION

PERRYGRAF

SLIDE CHARTS

1500-C Madison Street, Maywood, Illinois 150-C South Barrington Avenue, Los Angeles 49, Calif. Sales Offices in Principal Cities

100 Sales Management May 20, 1960



Sales Improver to 475,000 families

More sales—that's what every advertiser wants, isn't it?

The 475,000 families who pay \$1.25 at newsstand or bookstore for Better Homes and Gardens' Home Furnishings Ideas Annual are spenders. In a recent study, over half of the reader families had purchased something shown or mentioned in the

issue. And—important to note—well over a third of the families had *purchased something similar*.

In this specialized Better Homes and Gardens climate of practical, how-to-do-it ideas, people are easily inspired to turn their future hopes and plans into present purchases. And where can you find a better Sales Improver than that?

<p>5 MORE BH&G SALES IMPROVERS</p>	<p>Better Homes & Gardens HOME IMPROVEMENT IDEAS for 1960 New remodeling ideas to revitalize your walls, floors, bathrooms, etc. and more ideas for better living and more ideas for better living</p>	<p>CHRISTMAS IDEAS for 1960 New ideas for Christmas decorations and more ideas for better living</p>	<p>Better Homes & Gardens KITCHEN IDEAS for 1960 New ideas for kitchen remodeling and more ideas for better living</p>	<p>Better Homes & Gardens HOME BUILDING IDEAS for 1960 New ideas for home building and more ideas for better living</p>	<p>Better Homes & Gardens GARDEN IDEAS for 1960 New ideas for garden landscaping and more ideas for better living</p>
	<p>Closes: June 15, 1960 On Sale: August 18, 1960 Rate Base: 165,000</p>	<p>Closes: August 15, 1960 On Sale: October 20, 1960 Rate Base: 600,000</p>	<p>Closes: October 14, 1960 On Sale: December 20, 1960 Rate Base: 225,000</p>	<p>Closes: November 15, 1960 On Sale: January 20, 1961 Rate Base: 185,000</p>	<p>Closes: December 15, 1960 On Sale: February 20, 1961 Rate Base: 135,000</p>

MEREDITH OF DES MOINES . . . America's biggest publisher of
ideas for today's living and tomorrow's plans



sell it with music

on RCA Custom premium records!

Want to drum up more business? RCA Custom premium records can't be beat for attracting new customers!

Records are just right for introducing new lines, opening new markets, or moving goods at point-of-sale. RCA selects the music from the comprehensive all-star RCA Victor catalogue, or does original recording...supplies art work and covers, drop-shipping and warehousing. The whole job!

With RCA records, you snare the exact group you're after, because the music is custom-fitted to the audiences you want to reach.

You can use singles or albums, stereo or monophonic. And for extra high-volume campaigns, choose paper records at pennies apiece. They give audible impact to any message you want to get across to customers, prospects or employees. Call or write now!

RCA CUSTOM RECORD SALES

155 East 24th Street—New York 10, N. Y.—MURRAY HILL 9-7200
445 N. Lake Shore Drive—Chicago 11, Illinois—WHITEHALL 4-3215
1510 North Vine Street—Hollywood 28, Calif.—OLDFIELD 4-1880
800 17th Avenue South—Nashville 3, Tennessee—ALPINE 5-6891



Folger Coffee Is the Whimsiest

It's all pretty crazy, man, and we're not sure we have the story straight, but the way it was given to us, those far out coffee roasting people on the West Coast, J. A. Folger & Co., have a new salesman. Only he isn't a man: he's a bean. A human bean. In fact, what they're really trying to tell us is, he's a human coffee bean. He has to be human as well as coffee and a bean because he is also the Folger people's new TV star. He has a darned lot of responsibility because they're also putting him in charge of showing grocers how to sell coffee like crazy. And he's in charge of Folger's doorbell program too, tipping off housewives how to be prepared for a pleasant, easy-to-take quiz that may win them a Laundromat or electric roaster or some such thing to raise their standard of living. (Just so long as they have a can of Folger's in the house when the doorbell rings.)

We may as well begin by telling you this character's name: it's J. Bolder Bean (which has something to do with a new Folger slogan about its Instant—"more coffee power in Instant Folger's because it's brewed from Bolder Beans"; and "more coffee power per pound because Folger's Ground is mountain grown" . . . and you'd better not groan over those whimsies because whimsy is exactly what the Folger folks are aiming at in this mad program with a lot of method behind it.) But let the inimitable J. Bolder Bean tell it himself in words that sound like one syllable even when he has to use longer ones. We'll quote from a 32-page booklet authored by this Bean man (or man-bean) and addressed to grocers—1,500 of them in eight far western states. It's printed in coffee-colored ink on coffee-cream paper and goes like this:

"I'm certainly extremely glad that Mr. Jim Folger and Mr. Pete Folger and the sales managers and the people

over at the advertising agency decided that I should be. What happened is this: They were looking for a way to get a little more fun into the advertising, and a little more charm and whimsy, and they figured a little more sell wouldn't be a bad idea either! So they went every whichway and came up with this idea to create a human bean. You know, a coffee bean that would talk and walk and really sell coffee like crazy."

We have at this point a full page cartoon drawing of a sort of coffee orgy which we guess is celebrating the coming to be of J. Bolder Bean. The following page of cartoon stuff plunks him right down in Hollywood in a TV studio.

Now comes Bean, grasping a mike: "What they did is this," he explains with beautiful frankness, "they got

some really expensive designers who decided what I would look like. They went to Hollywood and auditioned a whole slew of voices, some of them really famous. But the voice they liked best and finally picked is nobody you ever heard of, although it really is something. I mean, I sound the way a coffee bean should sound." (Now, can you guess how that would be? We can't; and we may never find out because we haven't won a TV set yet on the Folger doorbell quiz.)

But, Mr. Bean continues, "that's important [the sound of his voice] because I'm going to be on television so much that I have to sound right.

"I'm going to also be on a lot of Folger's coffee banners," he continues, giving us two pages of some pretty crazy ones the grocers are supposed to use at point-of-purchase for this crazy selling campaign, "and store



COFFEE ORGY—Full-page cartoon of this Hollywood-like celebration of the coming of J. Bolder Bean is one of the zany illustrations in Folger's booklet to grocers.

**PLAN YOUR DIRECT
MAIL
CAMPAIGN PROPERLY —
SELECT THE RIGHT LIST!**

Primary requisite for the effective use of Direct Mail is the completeness and accuracy of the mailing list.

Industry's buyers are never static. New names must be constantly added, deleted, changed, checked and re-checked.

Uniquely equipped to handle that important detail is McGraw-Hill's huge circulation department, which is specially staffed with a group of 90 experts, whose combined abilities keep our lists as complete and accurate as humanly possible.

Why not specify a McGraw-Hill list on your next mailing? It's your best possible insurance against failure.

Write for our free catalog today!

McGraw-Hill Direct Mail Division
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New York 36, New York



**"Splendid job,
Hotchkiss,
splendid!"**

HOW TO GET CONGRATULATIONS on your VISUAL PRESENTATIONS!

Watch your personal stock shoot skywards when you entrust the complexities of your company's visual presentations to NATIONAL STUDIOS! We can tell and sell your product story more dynamically, more efficiently, more economically because we're geared for precisely this service: It's our bread-and-butter business, not a sideline!

Let NATIONAL

- Prepare your Lecture Slides
- Prepare your Advertising Slides
- Prepare your Film Strips
- Prepare your Vugraphs
- Supply your Projectors

Send for Free Brochure
For Quality Workmanship...
For Unequalled Service... Since 1912



NATIONAL STUDIOS
44 W. 48 St. • N. Y. 36 • JU 2-1926



ON CAMERA—"This little book [the 32-pager addressed to grocers] is not so much about me as it is about you . . . a talking bean will help you sell [coffee]."

signs and advertisements. But mostly I'll be on television. I'd like it if I were on the Folger stationery, too, but I don't think they've decided on that." (Real ambitious, obviously.)

Now, don't get the idea that this Bolder Bean is egotistical. "This little book," he now confides to his bosom pals-to-be, the grocers, "is not so much about me as it is about you because it's supposed to show you me and explain how a talking coffee bean will help you sell more coffee."

"Those," Mr. Bean concludes, aided by two more pages of pretty far out cartoons which should pep the grocers up as much as a pot of Folger's coffee (only they tell us coffee is relaxing, at least Mr. Folger is saying so now), "those are the main things I'm going to talk about on television and I figure with as much money as the Messrs. Folger are spending on television time, I should make my point pretty good." (Real folksy, if not always one syllable.)

► We now have in this coffee-saturated booklet of the eminent Bean, a whole page of legs and feet—salesmen's legs in trousers—some of them even on roller skates, and Bean remarking: "I'm very proud to be working with such a famous group of salesmen as you are, and I'll do my utmost to talk as many people into switching to Folger's coffee as I can. But I'm not going to be pushy or anything because that's not a good

way to sell"—real subtle, this Bean.

We now have three spreads of "what they call television story-boards," Bean tells the grocers. ("They're not exactly what the television commercials will be like but they give you a pretty good idea anyway.") The idea they give us is of something pretty crazy going on, like a piece of string talking (as well as Bean Himself), and the string getting looped up and turning into a coffee jar and a voice coming out of the jar and a lot of far out talk going on about these bolder beans and coffee power and this Instant Folger's Doorbell Man and his quizzes. Bean is real helpful; he even gives the grocers tips on how to read the story-boards, taking them right behind the scenes.

► Concluding, Mr. Bean brings up an important point. "There's going to be a lot more commercials than just the ones you saw and you can just imagine how exciting they'll be with music and sound effects and a talking coffee bean—which is me. But like I said, they'll be very soft sell because coffee is a very relaxing product and there's no reason to pound it into anyone's head." Cartoon on facing page shows, among sundry other props, a big hammer with a tag attached reading: "Not to be used on Folger's commercials." And if you ask us, that's a good-natured crack at another TV grocer program where one of the characters in the role of a salesman



Kodak premiums move merchandise . . . and build good will for Aldon

"Our retail salesmen set new sales records to earn a Kodak camera premium!"

Aldon Rug Mills, Inc. knows a "selling" premium and how to use it! It featured a Brownie Movie Camera in its fall retail-salesmen promotion. Offer was so successful, Aldon is repeating the promotion this year on an expanded basis!

Here's proof again that when sales are the object, it pays to choose a premium that's "most wanted"—a Kodak camera or outfit. Kodak products are pre-sold to the very people



you want to reach—by hard-hitting advertising in national magazines, leading newspapers, and on top-rated TV shows.

Whatever your particular promotion—sales incentives, consumer premiums, employee awards—you're sure to find the premium that *sells most . . . gives you the most for your premium dollar . . . in Kodak's full line from \$4.25 to \$850. Mail coupon today.*

"Kodak" and "Brownie" are trademarks. Prices are list and are subject to change without notice.

EASTMAN KODAK COMPANY, Rochester 4, N. Y.

SEE KODAK'S "THE ED SULLIVAN SHOW" AND "THE NELSON FAMILY"

MAIL COUPON TODAY

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y.

222-5

Please send me more details on premium opportunities with Kodak cameras and outfits.

Name _____ Position _____
 Company _____ Street _____
 City _____ Zone _____ State _____

Kodak
TRADEMARK



without increasing your risk...

through American Express field warehouse receipts.

Under properly administered field warehousing, you can ship large quantities of goods to distributors . . . and still retain control of these goods. Your company maintains manufacturing and transportation schedules . . . eliminates storage or use of costly warehouse facilities. For your distributors: a ready supply of merchandise, with transportation savings and without undue credit strains.

American Express Field Warehousing is recognized for efficient administration; monthly IBM* commodity reports; legal liability and fidelity bond protection; controlled releases; frequent inspections; and more.

For additional information, contact your nearest American Express office, or mail the coupon today.

PLEASE SEND MY FREE COPY OF THE AMERICAN EXPRESS PLAN FOR SECURING THE DISTRIBUTION OF GOODS.

American Express Field Warehousing Corp.
 Dept. F-7, 65 Broadway,
 New York 6, N. Y. Offices Nationwide
 A member of the 110-year-old American Express family

Name _____ Title _____

Firm _____

Address _____

City _____ Zone _____ State _____

*Registered Trademark of IBM Corporation

actually does pound a grocer over the head with a hammer to persuade him that the product in question is profitable to handle. (The grocers didn't see the joke in this little drama.)

The television program, Mr. Bean winds up by telling the grocers, is to be aired in 36 cities of eight western states and western Canada. "I'm sorry I can't say how many times I'll be on TV," he apologizes, "because the schedule will change constantly, but I can say this—I'll be on TV more than some of those western heroes. I guess I'll be pretty famous pretty soon."

► A sort of post script adds that Folger's is again going to sponsor the Giants' games and the Hemingway ABC network news program. "But I don't come much into the picture there," says Bean, "because those two things are on radio. But it's already arranged that Frank Hemingway, Russ Hodges and Lon Simmons will talk about the same things I do—More Coffee Power per Pound and like that. And Mr. Folger will be interviewed on the Giants' games again just like last year because people liked that so much."

A close-up of J. Bolder Bean looking bold but persuasive with a flower in one hand and all his properties and sales aids on the stage in back, brings his engaging communication to a close.

We hear that it has Folger salesmen steamed up like cups of coffee and sales beginning to percolate like crazy. What Folger's midwest advertising will look like we haven't learned yet (Mr. Bean didn't know) because that area comes under the Kansas City office and we judge that spring fever hasn't reached that far inland yet. ♦

Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through **Sales Management's Readers' Service Bureau**. In addition, RS stands ready to help you research back issues of **SM** on any classification of subject matter we have published. Write: **Salec Management, Readers' Service Bureau, 630 Third Ave., New York 17, N. Y.**

Young Chicago
loves to buy...



...the Chicago
Sun-Times

Smart advertisers know it's the young families who buy the most.
Very smart advertisers know where to find them in high proportion.
Advertise in the Chicago Sun-Times—more than half
its readers are men and women 35 and under!

WORTH WRITING FOR . . .

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

The St. Paul Market

Fourteenth annual study of the buying habits and brand preferences of the 141,562 families in the St. Paul ABC City Zone, which provides advertisers and their advertising agencies with facts concerning consumer acceptance of their products in that market. It covers foods, soaps, drugs and toiletries, beverages, appliances, automotive products, and general products such as cameras, slide and movie projectors, smoking tobacco, cigars, girdles and brassieres, floor coverings, mattresses, ball-point pens, power lawn mowers, lawn seed and garden fertilizers, house paint, boats, etc. There are also data on family characteristics, vacations, airline travel, dwelling units, insurance. Write George McFadden, Manager of General Advertising, The St. Paul Dispatch-Pioneer Press, St. Paul, Minn.

Photography

A report based on a study conducted among members of the Good Housekeeping Consumer Panel. It covers family ownership of cameras; type of camera owned; last time respondent took pictures (occasion for taking pictures, member of family most interested in having pictures taken, where pictures were taken, type of pictures taken); types of pictures usually taken; other photographic equipment owned; purchasing information (brands of film, brands of flashbulbs, member of family who makes purchase, when films and flashbulbs were purchased); interest in receiving additional information; basic data. In addition, there are 21 pages

given over to respondents' comments. Write Lorna Opatow, Research Director, Good Housekeeping, Dept. SM, 57th St. at 8th Ave., New York 19, N.Y.



Detroit Means Business

According to this 1960 picture, Detroit's market is taking on new dimensions in all directions. It's a \$5-billion growth market, with a billion-and-a-half-dollar increase in retail sales over the past nine years. Detroit Standard Metropolitan Area (Macomb, Oakland and Wayne Counties) is America's fifth market in population (now 3.9 million, retail trading area, 4.2 million), buying income (average family income in 1958, \$7,200), retail sales (total retail sales per family, 12% higher than U.S. national average). Data cover in detail: population growth 1900-1959—ages, racial origins, housing, labor force, family income; retail sales per family; super market chains; shopping centers; major retail chains; new passenger car sales; retail sales patterns.

Write Jake Albert, Dept. SM, The Detroit News, Detroit, Mich.

Visual Communication

Analyses of consumer response to visual stimuli: how it is measured in the laboratory, at point-of-purchase, in the home; how the effectiveness of advertising design and copy is evaluated in terms of its motivating potential; how the visual and psychological aspects of packaging are studied in selecting the most effective combination of design elements. Write A. F. Maxfield, Sales Manager, Dept. SM, Psychometrics Division, United States Testing Co., Inc., 1415 Park Ave., Hoboken, N.J.

Photography in Business

A manual of case histories, which reveals how 12 leading corporations are applying the photographic process as a business tool. Among the companies: Pittsburgh Plate Glass Co.; Lederle Laboratories Division, American Cyanamid Co.; General Electric Co.; B. F. Goodrich Co.; American Brake Shoe Co.; Lockheed Aircraft Service. Write Robert M. Dunn, Director of Marketing, Ansco, Binghamton, N.Y.

Rate and Data Guide

Thirty-fifth annual edition which lists rates, circulation, closing and issuance dates for general, farm, industrial, mail order and direct selling magazines. "Shopping Sections" of leading national magazines and metropolitan newspaper roto magazines are listed with editorial titles and cost of minimum space units. Daily and Sunday display rates of newspapers in cities of over 50,000 population are included. Classified ad information for all leading newspapers is tabulated by city and state, in addition to national and sectional groups. Write E. H. Brown, E. H. Brown Advertising Agency, Dept. SM, 20 N. Wacker Drive, Chicago 6, Ill.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Test City U.S.A.: Data on Columbus, Ohio, which were used by Reader's Digest to get a cross-sectional view of that magazine's penetration of the nation as a whole. Dept. SM, The Columbus Dispatch and Columbus Citizen-Journal, Columbus, Ohio.

Two Hundred on Alfred: How he can show your salesmen how to sell more. He is the leading man in a series of six new sound filmstrips on salesmanship, which can put life into your sales meet-

ings. Dept. SM, Close and Patenaude, 1617 Pennsylvania Blvd., Philadelphia 3, Pa.

1961 Tuck-Up Calendar: A sample and information about how it can be used to help build up your corporate image. Dept. SM, Schneidereith & Sons, 206 S. Sharp St., Baltimore 1, Md.

Herman Holds a Sales Meeting: How you can put fun into your sales meetings with true-to-life sales situations. Dept. SM, Dartnell, 4664 Ravenswood Ave., Chicago 40, Ill.

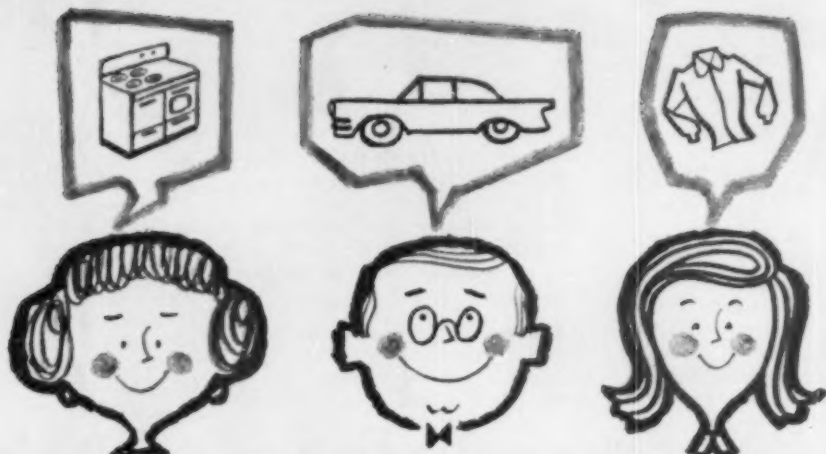
Practical Specifications for Visual Aids: Detailed information about all types and sizes of slides, including color. Dept. SM, Admaster Prints, Inc., Admaster Bldg.,

1160 Sixth Ave., New York, N.Y.

Secured Credit: How it can provide larger stocks at point-of-purchase and mean more sales for your distributors. Dept. SM, Haslett Field Warehousing, 680 Beach St., San Francisco, Cal.

New York State Building Projects: A report of projects planned by architects and their engineers in a 12-month period ending Sept. 1, 1959. Dept. SM, Architectural Record, 119 W. 40th St., New York 18, N.Y.

Premiums for Sales Incentive: Information about how power tools can be human premiums your salesmen will like. Dept. SM 030, The Black & Decker Mfg. Co., Towson 4, Md.



HOW TO CREATE DESIRES



BY THE MILLIONS!

You're sure to create strong action-producing desires by the millions and tap the enormous buying power of the families of New York, Chicago and Philadelphia, when your convincing sales message is delivered by the 3 top markets' most popular weekly reading habit — **FIRST 3 MARKETS GROUP** magazines.

By thus concentrating a realistic part of your advertising effort on these 3 outstanding urban sales centers your ad will receive the power-

ful added stimulus of the finest Rotogravure or Colorgravure reproduction in the **FIRST** Sections of the **FIRST 3** Newspapers of the **FIRST 3** Cities assuring maximum package and product **EYE** identification. In New York, Chicago and Philadelphia — which account for 19% of Total U. S. Effective Buying Income and where family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out — *there is no substitute*

for **FIRST 3 MARKETS'** dominant 55% **COVERAGE** of all families.

In addition, busy cash registers in the six states adjacent to the 3 markets ring up 29¢ out of every U. S. Retail Sales \$1.00. **FIRST 3 MARKETS GROUP** concentrates the bulk of over 5½ million circulation within these six states to deliver 40% **COVERAGE** of the families.

To make your advertising sell more where more is sold... it's **FIRST 3 FIRST!**

THE GROUP WITH THE SUNDAY PUNCH



ROTOGRAVURE • COLORGRAVURE

New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 228 East 42nd Street, Murray Hill 7-4894 • CHICAGO 11, Ill., Tribune Tower, Sloopers 7-8943 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, BAkfield 1-7946 • LOS ANGELES 5, Calif., 5400 Wilshire Boulevard, DIskink 5-5557

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How is Hershey Doing — Without Advertising?

(continued from page 35)

Spanish explorer Hernando Cortez learned about cacahuatl from the Aztec Indians. Emperor Montezuma himself may have been the first to serve a white man a beverage called chocolate, from the seeds of the cacao bean. Swedish botanist Linnaeus gave chocolate its official Greek name, Theobroma Cacao, or food of the gods. Europeans were brewing the beverage for centuries. Walter Baker's La Belle Chocolatière was serving it to American Revolutionists more than 100 years before Swiss-ancestored Hershey of Lancaster, Pa., went to Germany to learn chocolate-making, sold his caramel business for \$1 million, set out to chocolatize the U.S.

The cows of Amish, Mennonite,

Brethren and other Pennsylvania farmers came through with the milk. For sugar, Milton Hershey built a 60,000-acre empire in Cuba, a town named Hershey there, and a 75-mile railroad. (With Fidel Castro acting up, Gallagher and Hinkle assure stockholders that the chocolate company itself owns no properties in Cuba. Also, "In view of the world supply and producing capacity, we do not foresee any difficulty in procuring our sugar requirements.")

Answer No. 7: In his own way, Milton Hershey was both an advertiser and a vigorous propagandist.

His personal and prolific Boswell was a nephew, Joseph Richard Snively, who also served for more than four decades as Hershey's printing superintendent. Snively wrote (and set) "Meet Mr. Hershey," "Milton S. Hershey, Builder" and "The Hershey Story." But probably his crowning work is a profusely illustrated, 560-page book published in 1957: "An Intimate Story of M. S. Hershey."

The Founder saw to it early that Hershey, Pa., had a newspaper, The Hershey Press. He planned a magazine, The Hershey Idea, to be de-

voted not only to the "usual literary, economic, political, farming and general topics," but "to advocate the square deal in business alike for the rich and poor. . . ." In 1920 he was strongly tempted to buy the old humor magazine, Life. But both of these plans died aborning.

Hershey was a showman. The factory's tenth birthday drew 100,000 people. To Hershey, Pa., he tried to attract the 1916 annual convention of the Associated Advertising Clubs. In October 1953, President Eisenhower was persuaded to celebrate his 63rd birthday at Hershey. Ike and Mamie box-lunched with the crowd in Hershey Stadium.

The chocolate company's first advertising material was a panoramic window display of "Hershey's Milk Chocolate—Made on the Farm." A contemporary chronicler reports that "In the blue sky above this bucolic scene were the words: 'The Home of Hershey's Cocoa and Milk Chocolate.'"

A direct mail contest among consumers in 1904 offered a \$100 prize for a name for the new chocolate town. The winner was **Hershekoka**. Mrs. Hershey did not like it. ("Imagine," said she, "signing in at a hotel as Mr. and Mrs. M. S. Hershey of Hershekoka, Pa.!") But her husband used it when traveling alone. It would have appeared big in shrubbery back of the factory, had not the gardener made a misprint. This enduring sign says simply, "Hershey Cocoa."

For 56 years two tall smokestacks have proclaimed, "Hershey." But later the Founder vetoed a plan to put a big electric sign on the factory: It would be "foolish . . . to tell people that they're in Hershey and that we make chocolate, which they already know."

► The Founder admired Walter Baker's La Belle Chocolatière. For a time he was tempted to counter in a trademark with a photograph of his wife (nee Catherine Sweeney, whom he married in St. Patrick's Cathedral while selling his Crystal A caramels in New York). But finally he settled for a naked child emerging from a cacao bean with a steaming cup of chocolate in one hand. On letterheads, on the doorknobs at headquarters, and otherwise, the child persists.

Hershey Chocolate was an early and fairly consistent user of promotional films. In the 1930's a 3-reel sound picture, "The Gift of Montezuma," was shown in schools around the country. (Among the record 206,000 people who went through the factory in 1959 were a lot of ACES. Hershey works with Americans for the Com-

From One-Man Show to 'Organization Men'



Milton S. Hershey



E. F. Aldous

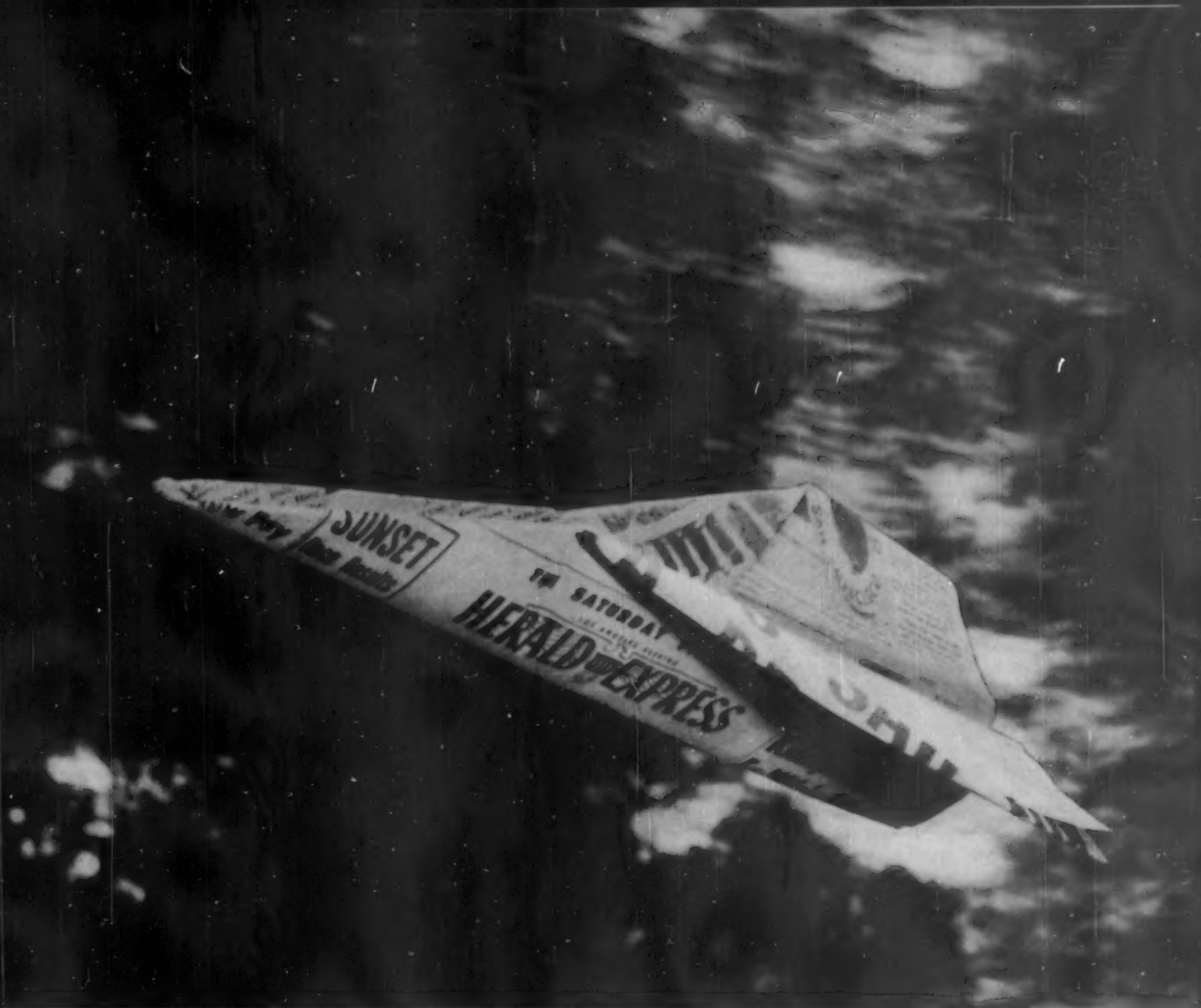


Samuel F. Hinkle



John J. Gallagher

Milton Hershey, founder of the 65-year-old chocolate corporation, kept tight control until 1944 when he retired at 87. Old timers J. J. Gallagher and S. F. Hinkle have since become chairman of the board and president of Hershey Chocolate, respectively. E. F. Aldous, a relative newcomer, is general sales manager.



DID YOU KNOW that last night this fine newspaper soared into the hands of more readers than any other evening paper in the entire West? *It's a fact!* And, as you know, more readers just naturally mean *more results!* As a newspaper market, how good are

Herald-Express readers? Take a look below and then decide for yourself.

Los Angeles Evening

HERALD-EXPRESS

"Largest Evening Newspaper in Western America"

Represented Nationally by Moloney, Regan & Schmitt, Inc.

★ **LARGE!**

Yes. Largest in the West! 355,764* average Net Paid Daily. Larger, by 52,047, than the other evening paper.

★ **OPULENT!**

More than one-third of all Herald-Express reader-families are in the \$7000.00-and-over* annual income category.

★ **EXCLUSIVE!**

Seventy-five* per cent of Herald-Express readers read no other Los Angeles metropolitan newspaper!

* SOURCES: ABC and Dan E. Clark & Associates.

petitive Enterprise System in arranging educational tours for high school students.)

Milton Hershey's idea of "advertising" was to buy a \$10,000 bull and name it Chocolate Segis Pontiac Alcarta. The mere listing of Chocolate's pedigree took two pages in the local newspaper, guaranteed notice.

One of his few consistent campaigns, in a more established medium, was in the New York subways. Former transportation advertising magnate Barron Collier insisted that, if Hershey wanted to sell chocolate bars on subway newsstands, he would have to buy 3-sheet posters in subway stations for them.

But when a "smart-aleck solicitor" of a New York newspaper with one million circulation (probably the News) promised him "astounding results" from a full-page ad, Milton Hershey replied: "We print three to four million wrappers every day. Suppose you print a page ad for me each week in your publication, and I'll print an ad for you—every week—on my wrappers."

"That peddler," said he, "stopped coming back."

Answer No. 8: Hershey makes penetration a promotional force.

"There's not much mystery about our success," says John J. Gallagher. "All we do is make a good product, sell it at the lowest possible price, and do some promotional work with retailers and distributors."

But as one who first started to sell Hershey's wares in 1911, Chairman

Gallagher knows the power of its penetration.

Milton Hershey set out to get and hold the best possible distributors—and got 10,000 of them. The distributors in turn sold 600,000 retailers. Though in recent decades the super market trend has reduced the number of individual stores, vending machines probably have increased Hershey's total outlets to more than one million.

In fact, though Hersheyites do not reveal it, their penetration in the U.S. alone may be as broad and deep as Coca-Cola's "optimum availability" of 1.8 million outlets.

► At Hershey, Pa., work 3,750 of the chocolate company's 4,500 employees. The 750 others include, in Sales, 14 division managers, 73 district managers and an estimated 150 field salesmen and merchandisers. ("We don't want to tell competitors," says Gallagher, "how many salesmen we have.") Other employees are in 27 Hershey warehouses, spread across the map from Cambridge, Mass., to Los Angeles, and from Jacksonville, Fla., to Seattle. In the last decade the number of warehouses has doubled.

Hershey's penetration and solid salesmanship has made the going tough both for established and would-be competitors. Some of them sought to capitalize on the Hershey name. Six distant relatives of the Founder formed the Hershey Brothers Co. in nearby Harrisburg, but were forced out by a lawsuit.

And some lured the Founder's peo-

ple. When Prohibition interrupted the flow of Schlitz beer, Milwaukee's wealthy Uihlein family launched the Eline Chocolate Co. Among others, they got Hershey's sales manager, P. N. Kasson, to join them. But though the new Eline company spent the then-whopping figure of \$1 million a year for advertising, the enterprise did not get off the ground.

Fred Pugh was chosen Hershey's sales manager. His assistant sm was J. J. Gallagher, who first joined the company in 1911 and who had, the Founder said, "been doing an outstanding job selling great quantities in New York."

Gallagher was assistant sales manager from 1920 to 1947, when he became general sales manager. Even after being elected board chairman (succeeding Percy Alexander Staples), Gallagher did not relinquish the sales manager's title. Not until last January 1 did E. F. Aldous, formerly western sales manager, succeed to this post.

Answer No. 9: Hershey has concentrated on cacao.

The product line gradually lengthens. But until now the successful members of it have all sprung from the bean. Two new consumer products in 1959 were chocolate-covered, candy-coated almonds and glass-packaged, vitamin-fortified, chocolate-flavored syrup. Other late-comers are mint chocolate, Hershey-ets and Hershey's instant cocoa mix. Gallagher and Hinkle tell stockholders that "research and development is being aggressively followed."

In World War II Hershey developed the emergency chocolate ration bar for our armed forces. For medicinal purposes, it rescued theobromine from cacao shells. While making parts for antiaircraft guns in one part of the plant, it was still processing daily one million pounds of chocolate, 100,000 gallons of milk and other ingredients. And to meet the wartime shortages of fats, it introduced Victory Whip ice cream.

At Hershey, Pa.'s, hostelrys, you wash with Hershey soap. Milton Hershey found that the formerly wasted cacao shells could be induced to yield not only cocoa butter but also a cleansing agent. The chocolate company makes quite a business out of the butter. But the soap (one of the few Hershey products ever intensively advertised) is in another branch of the empire.

One diversionary effort was Easy Chew chewing gum, featuring six sticks to the package. . . . And a much different picture might have emerged if, in 1929, the Founder had not turned down a proposed merger



WE Custom DESIGN WITH You IN MIND...

Drive up your sales increase
with a . . .

"LAND CRUISER"
(TRADE MARK)



For that important business trip enjoy the luxury, the safety and convenience of a custom-built "Land Cruiser" modification. YOUR needs become OUR business when it's *personalized* land travel! Complete self-contained living accommodations (or product display) built to *your* requirements in various motor coach specifications beginning at \$14,800.



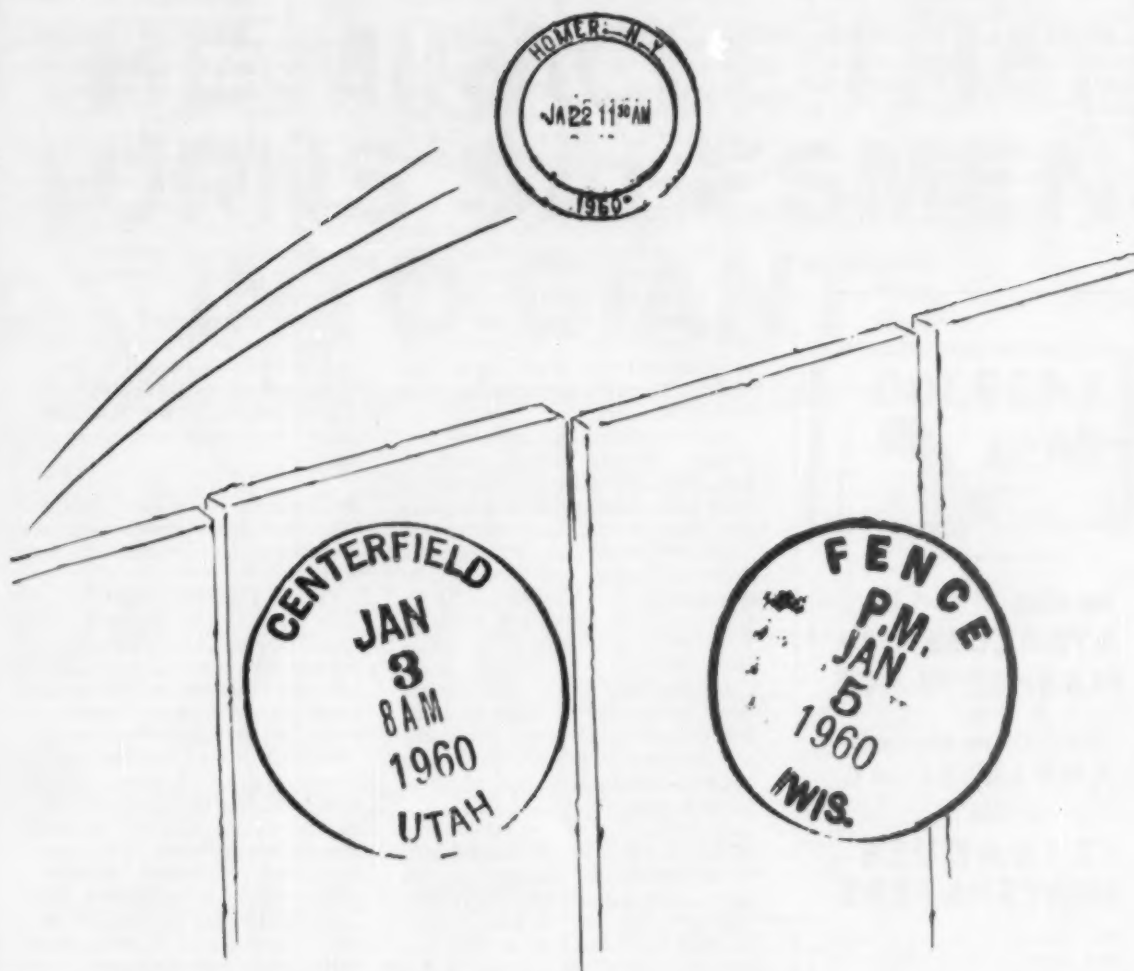
Write for
Brochure CD-40

Custom Coach Corporation

"Designers & Builders of Motor Coach Modifications"

134 E. GOODALE • COLUMBUS, OHIO • Capital 8-6331

The postmarks are actual reproductions



Grit advertising reaches the "bush leagues" to give you balanced national coverage

In major-league cities, the metropolitan-minded mass magazines give you solid coverage. But in 16,000 small towns coast to coast it's a different story. Here the mass magazines thin out . . . and Grit fills in to provide *balanced national coverage*. Keep Grit on your schedule this season. In terms of total marketing success, you can't get to first base without it.



Grit Publishing Co., Williamsport, Pa. • Represented by Sclero, Meeker & Scott, Inc. in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley, Inc., in Los Angeles and San Francisco

with Colgate, Palmolive and Kraft.

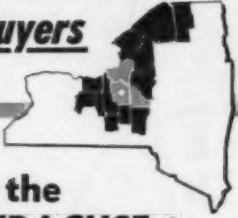
Answer No. 10: Hershey is getting geared for the future.

When OPA price controls were removed after World War II, cacao beans shot up from 8 to 70 cents a pound. Hershey now pays around 27 cents for them. (But President Hinkle admits, "We're still worried about our sources.")

Tomorrow's market penetration, however, should not rest on cacao caprices—nor on policies that paid off three or four decades ago. Gradually,

1,459,100

Buyers



in the

SYRACUSE

MARKET PLACE

•

SELL them through

ADVERTISING

in the . . .

SYRACUSE

NEWSPAPERS

One-third the total area of New York State — 15 counties — is reached and influenced easily — only one efficient, low cost way:

THE SYRACUSE

NEWSPAPERS

When you think of the SYRACUSE MARKET Think of ALL OF IT!

AMERICA'S

Best

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GET THE DETAILS —

Circulation, influence-

power, and full market

measurement from

Moloney, Regan &

Schmitt.


the SYRACUSE NEWSPAPERS

The Herald-Journal (evening)

The Post-Standard (morning)

and the Post-Standard and

Herald-American (Sunday)



CIRCULATION: Combined Daily 229,181

Sunday Herald-American 202,737

Sunday-Post-Standard 103,496

Hershey Chocolate Corp. emerges from the shadow of the Founder. It has, in fact, become a multi-man show.

Milton Hershey finally retired in 1944 (at the age of 87), and turned over the reins to P. A. Staples, who had run the Cuban-sugar province of the empire. On the Founder's death, the next year, Staples wrote a "table of organization," outlining each key individual's functions. An 11-man board of managers coordinated all the enterprises.

Hershey Chocolate still has only eight directors—four of whom are among the five corporate officers. (Another director is Hinkle's assistant, and one is with Hershey Trust Co.)

Hersheyites call their sales operation "conservative." ("Turnover of salesmen is very small," says Gallagher. "Our average man has been with us 25 years.")

Sales controls today are more centralized. Though division managers hire, train and guide the men in the field, each salesman now reports, every day, direct to the home office.

Under General Sales Manager Aldous are eastern and western sales managers L. H. Harkness and M. A. Cameron, and Marketing Manager J. L. Stahl, Jr. (There is no advertising director.)

Hershey held its one and only national sales meeting back in 1921. But division people meet frequently, and field men are brought to the home office informally in groups of 10 or 12 at a time.

► Size of the force has changed little in the last decade. The men now do more work with fewer, but larger, retailers. They are in four groups: (1) retail men, who keep in close contact with big stores, helping on displays, etc.; (2) "combination" men serving both retailers and distributors, and (3) and (4) district and division managers who cover still-bigger customers in wider areas. Gallagher emphasizes that "We never think competitively—but we do sell Hershey to the hilt."

Salesmen work on straight salary but receive insurance, pensions and other benefits. A major "benefit," for many of them, is "tenure."

Though the Pennsylvania Dutch in and around the town are an independent and somewhat insulated breed (who still call visitors from Ohio and Virginia "foreigners"), the chocolate company learns increasingly from the experience of others.

Chairman Gallagher has been a loyal Sales Management reader for 25 years. "Other people around here read it, too," he says. "We get ideas from it. . . . But I think you carry

too much stuff on big companies." We did not get into a definition of "bigness."

Hershey Chocolate is a member of Grocery Manufacturers of America and of retail associations in such fields as grocery, drug and tobacco. Prior to their annual shindigs, Hershey will remind the retailers of its wares, with a page ad in their publications. (One hundred percent of the company's output is in its own brands.)

"We also do display work and some cooperative advertising with retailers," Gallagher points out. "We're careful to offer co-op to all retailers. . . . But this part of our advertising is not expanding."

Not long ago word got out that Batten, Barton, Durstine & Osborn had, in effect, converged on Hershey. Gallagher admits that "BBDO made a presentation . . . but they asked to come." No agency selection is yet in sight.

► Hershey's heads have long said, "Our trade doesn't demand large-scale advertising. Our products do nicely without it."

"But," Gallagher adds, "we also have our eye on the consumer—all the time." Though some latter-day consumers may not realize it, the old company continues to take particular pains to give them quality and value. While competitors may have "stretched" their products with less chocolate and more sugar, and more chemicals, Hershey's formulas do not change. Prices, too, are the same—though weight varies with costs of ingredients. Currently, Hershey is adding weight to candy bars, again.

Milton Hershey did not live to see the postwar era. And these startling sixties are something else again. Though there is not yet a "new" Hershey, every year sees a bit less of the old. Younger men are moving up.

For a half-century, the Founder's multifarious family persisted on the board and elsewhere in the empire. But Gallagher and Hinkle emphasize that "Today, any able person can rise in the company."

Veteran Hershey salesman Gallagher urged: "Please make it clear that we have no quarrel with advertising." Privately, he thinks "The time will come when Hershey becomes an advertiser." It would go in for product advertising, and probably would first use it to get new products accepted faster across the board.

But, even privately, Gallagher prefers not to talk about the possibilities of "corporate image" advertising. He calls "image" a "bad word." And in Hershey's case it may just be syruping the lily, anyhow. ♦

114 Sales Management May 20, 1960

Coming in 3 weeks! ... for the few thousand salesmen who seriously want \$50,000 a year

THE MIRACLE THAT TURNS SALESMEN INTO GIANTS

the great new approach that multiplies a man's selling power and income by ten

IN three weeks Prentice-Hall will release an explosive new Guide that will stagger the imagination of every salesman who really wants big money—an exciting revelation of how he can turn himself into a selling giant.

Let's make it clear at once—this Sales Guide is not for men of modest ambition. It shows—not how to make a few thousand more a year—but how to multiply your earnings by ten—actually, mathematically, by ten.

Here is a miracle with its feet on the ground—solid as a rock—founded upon unassailable logic and fact.

The new MIRACLE SALES GUIDE is built squarely on this demonstrated truth—

90% of all the work salesmen put in is virtually worthless—only 10% of what they do earns money for them—nine-tenths of all their efforts are lost motion—utterly wasted.

The way to high-caliber success is this: concentrate all your efforts on the narrow 10% of selling activity that matters—avoid the dead 90%. This multiplies income tenfold. (It's not theory—it's mathematics—and proved a thousand times over.)

One of America's top sales geniuses—the man who built this Guide—saw this truth blaze up all through the selling world. The 4,000 men he analyzed were successes or failures to the extent that they put their energies into the 10% that pays off, steered clear of the useless 90%.

Hundreds of men were trained in the “miracle 10%” approach. Their success was breath-taking. As soon as these men discovered how to “go all out” on the 10% of selling activity that counts, they soared to success. Men who had been mediocrities moved rapidly up to \$40,000, \$50,000 a year—and more.

And here is what makes this Miracle Sales Guide worth a fortune to you—it singles out from all selling activities the 10% that matters—it tells where to concentrate your efforts to work this miracle in your own career.

**The Guide shows you how to handle
the following big things that matter—**

Make Them Listen

To move up fast in selling, here's how you can immediately limit yourself to the only 5 appeals the prospect gives a hoot about—and drop at once all other selling talk.

Get Rid of Little Buyers

How to stop wasting time and effort on customers who “buy small” and will always buy small. Special formula tells how much a customer must be worth per call if you want \$20,000—\$40,000—or \$60,000 a year.

Ideas That Create Sales

How to plan your interviews around powerful creative ideas—the most fruitful and least used technique in selling today.

Magic Key to Lick Objections

How to avoid “answering objections” and make the sale without the prospect realizing how his objections were overcome. You use another door that his objection opens to you.

How to Pick Live Prospects

How to apply a new, almost fool-proof, 3-point test that cuts out the deadheads from those with real buying potential.

Dynamite Presentations

Why three-quarters of most sales presentations are duds, a shameful waste of time. The Guide tells how to make every word count—make it lean and hard, moving, to the point—the presentation of the \$50,000 man that's studded with strong supporting facts and so effectively dramatized it carries everything before it.

How to Dominate

5 moves that put you immediately in charge and keep you there in any sales situation . . . techniques that spell the real difference between the \$5,000 and the \$50,000 man.

Extra Closing Power

How to stop the biggest waste of all: bringing the sale up to the close and then not closing it. The Guide gives you the closing techniques \$50,000 salesmen use—powerful techniques that are virtually infallible.

Selling at Concert Pitch

How to look the part, feel the part, act the part of a man on his toes, and stay there day after day. Here's a simple technique that immediately gets you buoyant—hopeful—selling at full power.

The above 9 points are the 10% of selling activity that really counts. Nothing else matters. Concentrate on these and the sky is the limit. There will be no holding you. You will be putting your strength where the “selling giants” put theirs . . . where it counts most and actually makes sales.



- Over 300 pages of sales dynamite.
- Nine separate sections with tab cards for easy reference.
- Full 8½ x 11 pages lie flat for easy use.
- Beautifully bound in simulated leather.

RECEIVE YOUR COPY BY RETURN MAIL

The new Prentice-Hall Miracle Sales Guide is causing a sensation equalled by few other business publications of our time. Its value to an ambitious man can hardly be reckoned. Get hold of a first-press copy, and let the Guide demonstrate in your own life how this great new approach brings ten times the success you can get with traditional selling methods. Use the handy coupon to send for it today.

PRENTICE-HALL, INC. Dept. A-MSG-SM
Englewood Cliffs, N. J.

Please send me the “Miracle Sales Guide” that shows how a salesman may multiply his income tenfold, and enclose your bill for \$15 which I understand is not payable till the usual 15 days after delivery.

Name

Address

City..... Zone..... State.....

(Please Print)



CHIPPER CHARLIE

Never been sick a day in his life. But he knows it can happen to him—so he gets a health check-up every year—just in case. He also supports the American Cancer Society's Crusade. Send your contribution to "Cancer," in care of your local post office.

AMERICAN CANCER SOCIETY

WANTED

ADVERTISING & PROMOTION MANAGER—To direct the advertising & promotion of Builder-Dealers for leading home manufacturer.

You must:

- Have 2 years of College
- 1 year Experience
- Be willing to relocate
- Be willing to travel

Write Box 550, Sales Management

SALES PROSPECTOR

MEANS MORE SALES FOR YOU

Current Reports On

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Add our copy experts to your staff—but not to your payroll—get a top creative team for a pre-agreed token fee.

Persuasive Communication
Any kind—any medium

MU 3-1455
270 Madison Ave. N.Y. 17

EXECUTIVE SHIFTS IN THE SALES WORLD

Aluminum Limited Sales, Inc., New York—Robert E. Young promoted to vice president and sales manager. He joined the company in 1946 and has been U.S. sales manager for the past three years.

Bastian-Morley Co., La Porte, Ind.—John V. Youngblood appointed vice president, marketing. He was formerly sales manager of the subsidiary H. C. Little Burner Co.

Brown-Forman Distillers Corp., Louisville, Ky.—Roger M. Coleman named vice president and director of eastern sales. Henry L. Miller and William Faversham, Jr., named to the same posts for western and Monopoly Area sales. Peyton Hoge promoted to vice president and advertising director.

Buck Equipment Corp., Cincinnati—A. C. Grant appointed general sales manager.

Bulova Watch Co., New York—R. Harvey Whidden elected to the new post of executive vice president for marketing. He has been with Bulova since 1956, after serving as sales vice president for Sheaffer Pen Co.

Chunky Chocolate Corp., New York—Al Hasenberg, assistant sales manager, promoted to sales manager. Prior to 1955 he was with Drake America.

Clairol, Inc., New York—Edward B. Denton appointed national retail sales manager. Formerly he was national sales manager of Lanolin Plus.

Hancock Industries, Inc., Jackson, Mich.—Russel H. Meyer named sales manager of the Telecontrol Division. For the past 11 years he was with the Tractor and Automotive divisions of Ford Motor Co.

Minnesota Mining and Mfg. Co., St. Paul, Minn.—Roy R. Bruckman appointed sales manager for Microfilm Products, Duplicating Products Div.

Jacob Ruppert Brewery, New York—James P. Whalen, formerly Metro Off-Premise sales manager, advanced to retail sales manager. He joined Ruppert in 1958.

Stanley Chemical Co., East Berlin, Conn.—William G. West appointed sales manager of the subsidiary of The Stanley Works. He had been general sales manager of Borden Chemical Co.

Sunbeam Corp., Chicago—L. W. Prestin named vice president and marketing director. For the last four years he has been president of Sunbeam Corp. (Canada) Ltd.

**THE ROANOKE NEWSPAPER MARKET IS
THREE TIMES
AS LARGE
AS ITS METRO RANKING
SHOWS**

Get this NEW Brochure

It contains 16 pages of facts about this nearly three-quarter billion dollar market of 16 counties and 61 cities and towns.

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Santa Barbara, Calif., WOOD-
land 2-3612, Pacific Coast Man-
ager; Northern California,
Washington and Oregon, M. A.
Kimball Co., 2550 Beverly
Boulevard, Los Angeles 57, Cal.,
DUnkirk 8-6178; or 681 Market
St., San Francisco 5, Cal.,
EXbrook 2-3365.

Industrial Equipment News	7
Agency: Feeley Advertising Agency	

Kleen-Stik Products, Inc.	75
Agency: Burlingame-Grossman Advertising	

Ladies' Home Journal	2nd Cover
Agency: Doherty, Clifford, Stears & Sheffield	

Leak	59
Agency: McCann-Erickson, Inc.	
Los Angeles Evening Herald-Express	111
Agency: Standard Advertising Agency	
Los Angeles Times	89
Agency: Batten, Barton, Durstine & Osborn, Inc.	

McGraw-Hill Direct Mail Division	104
Agency: Fuller & Smith & Ross Inc.	
Magazine Advertising Bureau	54-55
Agency: Sudler & Hennessey, Inc.	
Merry Mfg. Company— Mistlers Brands Division	49
Agency: Tad Mendenso Company	
Milwaukee Journal	5
Agency: Klau-Van Pieterston-Dunlap, Inc.	
Minneapolis Star & Tribune	1
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Moline Dispatch	9
Agency: Clem T. Hanson Company	

Nascon Specialty Division, Eaton Paper Corp.	76
Agency: Jules L. Klein Advertising	
National Studios	104
Agency: Flux Advertising	
Nation's Business	20
Agency: Van Brunt & Company	
Newsweek	99
Agency: Fletcher Richards, Calkins & Holden, Inc.	
New Yorker	19
Agency: Anderson & Cairns, Inc.	

Oklahoma & Times	80
Agency: Low Runkle Company	
Outdoor Advertising, Inc.	31
Agency: McCann-Marschalk Company	

Parade	4
Agency: Raach, McClinton & Company, Inc.	
Perrygraf Corp.	100
Agency: Richard N. Meltzer Advertising, Inc.	
Philadelphia Bulletin	6
Agency: N. W. Ayer & Son, Inc.	
Philadelphia Inquirer	24
Agency: Al Paul Lefton Company Inc.	
Premium Service Company, Inc.	12
Agency: S. E. Zubrow Company	
Practice-Hall, Inc.	115
Agency: Albert Frank-Guenther Law, Inc.	
Purchasing	79
Agency: Schuyler Hopper Company	

RCA Custom Records	102
Agency: Gray Advertising Agency, Inc.	
Reynolds Times-World	116
Agency: Hall & Company, Inc.	
Rock Island Argus	9
Agency: Clem T. Hanson Company	

St. Regis Paper Company	26
Agency: Cunningham & Walsh Inc.	
Saturday Evening Post	43
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Seattle Times	53
Agency: Cole & Weber, Inc.	
Sports Illustrated	3rd Cover
Agency: Young & Rubicam, Inc.	
Stein Bros. Mfg. Co. (Stebe)	3
Agency: Grossfeld & Staff Advertising	
Successful Farming	46
Agency: L. E. McGivens & Company, Inc.	
Sweet's Catalog Service	65-68
Agency: Muller, Jordan & Herrick	
Syracuse Newspapers	114
Agency: Doug Johnson & Associates, Inc.	

TV-Guide	91
Agency: Gray & Rogers Advertising	
Toronto Star Limited	78
Agency: MacLaren Advertising Co. Ltd.	
Troy Record Newspapers	48

U. S. News & World Report	56
Agency: MacManus, John & Adams, Inc.	

WBTV (Charlotte, N.C.)	32
Agency: Kincaid Advertising Agency, Inc.	
WTVM (Yampa-St. Petersburg)	93
Agency: Grant Advertising, Inc.	
Woodscock Call	78
Agency: Gordon Schonfarber & Associates, Inc.	
Worcester Telegram-Gazette	77
Agency: C. Jerry Spaulding Inc.	

—SM— CALL REPORT



Explanation

You think you've got troubles? We're indebted to Robert R. Poggi, product director of Chicopee Mills, Inc., who sent us the following letter from a Chicopee divisional sales manager who'd been on the carpet because his men hadn't been sending in daily call reports. Here's his explanation:

"Although the men know they should send in daily call reports, regardless of the situation, if you are missing any for this particular week for the following men, here are the reasons:

"Jack B. suffered whiplash injuries to his neck muscles in an auto accident. . . .

"Bob M., while on an Escalator, had a 250-lb., 6-ft. man fall on him. He had X rays; no broken bones but he is a little crushed and the doctor has him under sedation during which he cannot drive. . . .

"Norm B. had an uncle pass away and had to leave town for a few days to act as pall-bearer. . . .

"George C. was in and out of the hospital for removal of a cyst behind his ear. . . .

"Tom R.'s wife had a rough time with the recent birth of their baby. He is conducting his business as best he can, by phone, from home and I'm sure he may forget a call report or two.

"That's all for today."

Snuff Said

Last year more than 6 million Americans consumed 36 million pounds of snuff. That's what we said: snuff. We tell you this because even snuff makers are having to keep up with the times. One of them has just introduced a wintergreen-flavored snuff packaged in wafer form. Snuff goes 'way back: Princes of the Church were such imbibers that it became known as The Holy Herbe, and Urban VIII, in 1625, was forced to issue an edict designed to curb its use during divine worship. Today all sorts of people "dip." (Sniffing snuff went out with Regency England.) Snuff Information Center tells us that to use the dry type, one pours a small quantity of the powder into the lid of the container; the snuff is then transferred into the crevice between the lower lip and gum. A spoon or dipstick is also used. (Natives of North Carolina's Outer Banks prefer to mix their snuff with flour—makes it go further.) You can buy snuff—more than 70 brands are still made—through normal tobacco retail outlets, in a wide variety of containers. Among them: pocket cans, fiber cans and boxes, tumblers and mason jars, in sizes from one-half ounce to five pounds. Average weekly consumption of a snuffer is between two and three ounces. The five leading snuff producers are United States Tobacco Co., American Snuff Co., George W. Helme Co., Brown & Williamson Tobacco Corp. and the Byfield Snuff Co.

Repeat Performance

No one, if you exclude our representative, at the recent Florida gathering of the American Assn. of Advertising Agencies read a double meaning into the election of Harry Harding as chairman and Edwin Cox as vice-chairman. Get it? Harding and Cox. Or don't you remember your political campaigns?

Communications Department

At CBS, Hugh Graham has been appointed director of Live Operations, CBS Television Network. Which prompted one of our editorial wags to suggest that CBS now falls into two major divisions—the Quick and the Dead. . . .

Radio Advertising Bureau has been doing some figuring and announces that if you're a radio salesman earning \$10,000 a year, that mid-morning coffee break, snatched from your selling day, is costing you exactly \$2.54. Plus the cost of the coffee. . . .

NBC, proudly signaling the 15th anniversary of its "Queen for a Day" program, says that during these past 15 years, 3,900 women have been crowned Queen; 390,000 candidates have been interviewed. The show has given away more than \$17 million in gifts, and Queens have traveled the equivalent of 340 times around the world.



Goodbye to 2 o'Clock Shadow . . .

Don't be alarmed if the guy next to you on the 8:02 whips out an electric razor, without a cord and starts buzzing away. He's an owner of the newest status symbol—Remington's Lektronic shaver. Says Remington: "It's ideal for the business executive who occasionally needs those quick touch-ups." Lektronic is a cordless, battery-driven shaver with two nickel cadmium batteries which supply enough energy for three weeks of shaving. Shaver is easily recharged by placing it on a rechargeable stand that plugs into AC line from 90 to 250 volts.

A Checklist on Regional Marketing for Sales Executives

The big new development in national magazine advertising during the past few years has been the growth of regional editions. Five years ago, only a handful of national magazines offered advertisers any sort of regional or split-circulation opportunities. Today, nearly 150 magazines are selling regional space.

A basic reason for the tremendous growth of regional editions is the fact that regional advertising enables marketers to give national magazine backing and national magazine prestige to campaigns that can't yet afford a national magazine budget. Some of the other reasons are listed to the right.

If any of these ways to use regional editions seems to fit **your** marketing plans, may we suggest that you call or write William A. Marr, Regional Advertising Manager, SPORTS ILLUSTRATED, Time & Life Bldg., Rockefeller Center, New York 20—Judson 6-1212, and arrange to see our 15-minute presentation entitled, "16 Ways to Use Regional Advertising"—with appropriate illustrations from the Regional Editions of SPORTS ILLUSTRATED.



SPORTS ILLUSTRATED

CARRIED MORE PAGES OF REGIONAL ADVERTISING IN 1959 THAN ANY OTHER MAGAZINE EXCEPT TV GUIDE* *Source: PIB

- ☐ **1—COPY TESTING** Regional editions enable advertisers to carry out well-controlled, low-budget copy and art testing programs without the complications of split-run balancing and "marriages".
- ☐ **2—SPECIAL PROMOTIONS** Regional editions permit the use of a national magazine to help stage promotions geared to particular regional interests or events.
- ☐ **3—REGIONALLY DISTRIBUTED PRODUCTS** Marketers whose products are distributed only in certain areas can maintain high quality advertising campaigns by running in the regional editions of selective national magazines.
- ☐ **4—REGIONAL PRODUCT PREFERENCES** National distributors can take advantage of regional editions in adapting their marketing programs to products that sell better in some regions than in others.
- ☐ **5—INTRODUCING NEW PRODUCTS** Regional editions, by offering advertisers low-budget national magazine coverage of the nation's key test marketing areas are ideally suited for new-product campaigns.
- ☐ **6—SUPPLEMENTING NATIONAL CAMPAIGNS—1** Many advertisers have increased sales substantially by adding frequency and impact to their national campaigns with supplementary insertions in the regional editions which cover their best market areas.
- ☐ **7—SUPPLEMENTING NATIONAL CAMPAIGNS—2** Regional editions also serve an important function in helping advertisers add impetus to their promotion efforts in new market areas or in regions where their sales are generally low.
- ☐ **8—SEASONAL SELLING** Marketers of "warm weather" products and services, for example, can achieve new continuity in their advertising by using the national edition in the summer, one or more regionals in the winter.
- ☐ **9—RETAIL ADVERTISING** Thanks to regional editions, large and small retailers—previously limited to available local media—can now reach their best customers through the same medium used by the biggest national advertisers.
- ☐ **10—SPECIAL REGIONAL EVENTS** Regional editions have proved exceptionally valuable in helping advertisers capitalize on the public interest and enthusiasm stimulated by particular regional events—such as trade shows, Bowl Games, the World Series, etc.
- ☐ **11—LOCAL DEALER TIE-INS** National distributors of all sorts have successfully used regional editions to "personalize" their national campaigns and focus new attention on their local dealers in particular areas.
- ☐ **12—IMPORTS** Through careful use of regional editions, importers have been able to successfully cover their best customers in areas served by their distributors—and by adding new regionals as their distribution increases, to keep pace with their growing advertising needs without spending more than they should.
- ☐ **13—AIRLINES** Many airlines use regional editions to sell commercial flights in the route cities covered by these flights.
- ☐ **14—LIMITED-BUDGET ADVERTISERS** Now even the most budget-conscious marketer can afford to advertise in a quality national magazine that reaches his very best customers by selecting one or more of the national magazine's regional editions.
- ☐ **15—HOTELS** Hotels can make the most of limited advertising budgets by choosing regional editions which cover only those areas which supply the bulk of their guests.
- ☐ **16—LEGALLY RESTRICTED ADVERTISERS** Companies who are prevented by law from selling in some states can now enjoy "national" status by advertising in the regional editions of national magazines.



Media's Law:

To a kite merchant, the pulling power of an advertising medium is equal to the number of kites sold.

To media men, pulling power is influenced by several inter-related factors.

The law or formula looks like this:

$$\left[\begin{array}{c} \text{Pulling Power} \\ = \\ \text{Circulation Volume} \\ \times \\ \text{Editorial Vitality} \\ \times \\ \text{Reader Confidence} \end{array} \right]$$

The larger measure of these ingredients in the Chicago Tribune accounts for the greater results produced for advertisers.

The Chicago Tribune, with a circulation 1½ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.

More Chicago families read the Tribune than the top five weekly magazines combined; more than six times as many Chicagoans turn its pages as turn on the average evening TV show!

Chicago Tribune

